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Reading Chinese Classics

36計

36 Strategies



中華民國僑務委員會

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36計

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中華民國僑務委員會

序 言

台灣這座充滿自然活力與人文創意的島嶼，文化豐富鮮活並深具多樣性，除兼容並蓄的保存了中華傳統文化的悠久歷史與豐饒內涵外，更賦予其全新的生命與迷人風采。時值全球華語文學習熱潮，本會以多元科技整合方式結合了台灣優質華語文教學內容與先進數位科技，陸續推出數位僑教系列光碟書，希望活潑的華語文教學帶給莘莘學子學習上的樂趣。

「三十六計」一書編纂係運用動畫故事表現的方式，讓華語文學習者在生動活潑有趣的學習過程中，獲取先人的智慧及待人處世的哲學，藉以增進海外僑胞對傳統文化的認識，期能於提高華語文程度的同時，並從歷史經驗裡探索中華文化更豐富之內涵，讓華語文學習跨越時間、空間之侷限，將優質的台灣華語文散播到全世界各個角落，開啓華語文數位學習的新視野。

僑務委員會

Preface

Taiwan is an island that is abundant with naturalistic energy and humanistic creativity in its lively and dynamic culture. Not only does Formosa encompass and preserve the rich contents of its traditional history, it also infuses fresh new life and attractive attributes to its culture. Currently, there is an overwhelming global wave to learn Chinese. The Overseas Chinese Affairs Council(OCAC) has compiled Taiwan's excellent Chinese language teaching contents with advanced digital technology via multidimensional technology. The OCAC constantly produces additions to the digital education texts on disks series, with hopes that lively atmosphere and joy may be brought to many a student with intent in learning the Chinese language.

This book *36 Strategies* , through the utilization of animation, expresses the essence of various stories. In turn, it has made Chinese language learning more lively and interesting. Furthermore, the OCAC would like students to gain wisdom of predecessors and learn the art of getting along with each other also through the learning of Chinese. Likewise, overseas compatriots may become more knowledgeable about traditions and Taiwanese culture, as they become more competent in Chinese language ability. Moreover, through discovering historical experiences, students are able to discover the bountiful contents of traditional culture. Henceforth, the OCAC would like to continue creating environments where Chinese language learning may overcome the limitations of time and space. Thus, dispersing Taiwan's quality Chinese language to every corner all over the world and setting up new stages in the realm of digital Chinese language education.

OCAC, Republic of China(Taiwan)

三十六計

36 Strategies

目　錄

薛仁貴瞞天過海

Syue Ren Guei Fool the Heaven to Cross the Sea

唐太宗貞觀十七年，太宗親自出征，領軍三十萬東征。一天，來到大海邊，看到汪洋一片，便問一旁的官員過海的計策，大家這時只能互相對看。

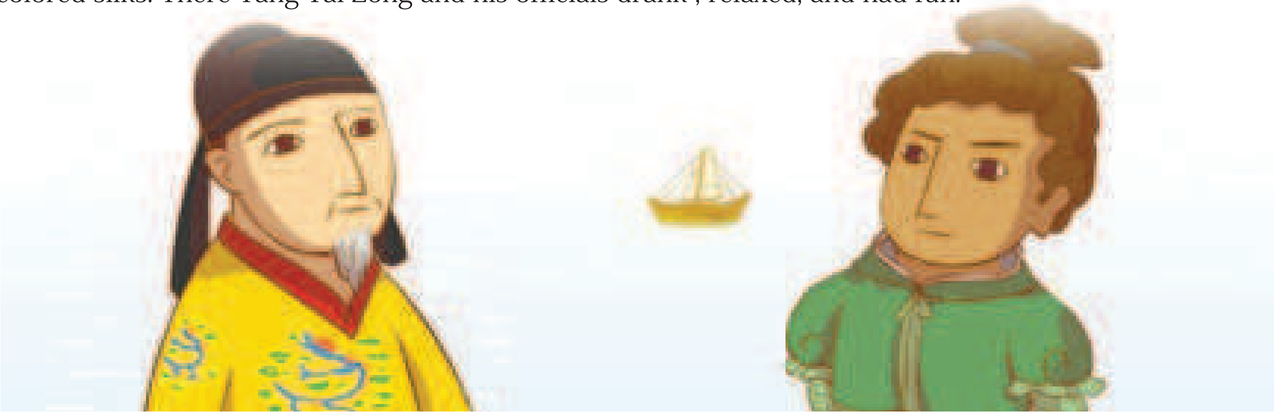
這時忽然聽到一位居住海上的豪民求見太宗，並說三十萬過海的軍糧及方法已經準備好了。太宗便率領百官隨這位豪民來到海邊，這時只看到萬戶都用彩帳遮著，好不嚴密。

這位豪民領著太宗進到屋內，屋內四周都是繡幔彩錦，太宗就和百官在這裡飲酒作樂。

On year 17 of Tang Tai Zong Jhen-guan 's reign, the emperor personally led his army in a military campaign out east to conquer and expand his domain. One day, the army arrived at a seashore. Looking at the vast waters beyond, he asked his generals for any ideas on how to cross the sea. They looked at each other for any suggestions but had none.

Suddenly, a civilian who lived by the sea requested to see the emperor. He informed the emperor that all the food for the three hundred thousand troops and the means to transport such a vast army across the sea have been prepared. The man led Emperor Tang Tai Zong and his officials to the sea. There, by the shore, they saw thousands of households tightly packed together and covered with colored tents.

This man led Tang Tai Zong into a luxurious house. Around the walls there were embroidered curtains and colored silks. There Tang Tai Zong and his officials drank , relaxed, and had fun.



不久，風聲四起，波響像雷一樣，杯盤跌落滿地，人也跟著搖晃，這時太宗立刻叫近臣揭開彩帳，一掀開，大家都呆住了，哪裡是在豪民家作客，已經和三十萬大軍在海上了！原來，將軍薛仁貴怕皇上不敢過海而退兵，所以就假扮豪民策劃了這個「瞞天過海」的計策。

Soon afterwards, the wind started to howl, and the sound of the waves felt like thunder. Glasses and plates fell all over the place, and no one could stand still. Startled, Tang Tai Zong ordered his chamberlains to draw back the curtains immediately, and they were stunned by what they saw. They were not partying at a civilian's house like they thought. Instead, they were already at sea together with a giant armada of boats carrying the three hundred thousands soldiers. Later the emperor found out that his general Syue Ren Guei had thought up this deception. He was afraid that the emperor did not have the guts to cross the sea and would have withdrawn the troops and cancelled the military campaign. So he disguised himself as a civilian and devised such a scheme to "Fool the heaven (the emperor) to cross the sea".

三十六計之第一計：瞞天過海

Strategy 1 : Fool the Emperor to Cross the Sea

皇帝向來稱為「天子」，所以「天」指的就是皇帝，「瞞天過海」原意是瞞著皇帝，讓他平穩渡海。

在兵法上是使用偽裝的手段，利用機會，趁對方不注意的時候，出其不意的行動，讓人措手不及。

In ancient china, the emperor was considered "The Son of Heaven". And heaven is often used in literature to refer to the emperor. Therefore, the saying "fool the heaven to cross the sea" means to fool the emperor to cross the sea.

In military parlance, "fool the heaven to cross the sea" means using disguise to create opportunities and striking suddenly when the enemy is unaware.

圍魏救趙

Besiege Wei to Rescue Zhao

公元前354年，魏惠王派龐涓前去攻打趙國，於是龐涓就帶領五百戰車直奔趙國，並圍住都城邯鄲，雙方交戰一年多，最後趙王只好向齊國求救，於是齊威王就派田忌為將，並用孫臏為軍師領兵出發。

孫臏和龐涓原本是同門師兄弟，兩人都精通用兵之法，但是龐涓自覺能力不及孫臏，就用毒計把孫臏的雙腳弄斷，並在他的臉上刺字，讓他不能行走又羞於見人。於是孫臏就裝瘋，幸好得到齊國使者的幫助，順利逃到齊國。

田忌想直接攻打邯鄲，孫臏制止說：「

In 354 BC, the king of Wei appointed Pang Juan to invade Zhao. Pang Juan led an army of five hundred chariots and headed directly to Zhao to besiege its capital Handan (city in Hebei). The siege of Zhao lasted more than one year without success. Then the king of Zhao appealed to Ci for help. The king of Ci agreed and appointed Tian Ji as the general and Sun Bin as the military advisor to head the Ci army to rescue the besieged Handan (city in Hebei).

Previously, Sun Bin and Pang Juan had both been disciples studying military strategy under the same master. Both of them became experts, but Sun Bin was more talented than Pang Juan, and Pang Juan was jealous of Sun Bin as a result. Through a vicious plot Pang Juan had Sun Bin's legs broken and his face tattooed so that Sun Bin could never walk again nor appear in public out of shame. Afterwards, Sun Bin pretended to have gone mad and fled to Ci with the help of a diplomat of Ci.



現在魏國精兵全集中在邯鄲，如果我們直接攻打魏國，龐涓一定會回師解救，邯鄲之圍就會自動解除，中途我們再伏擊，龐涓的軍隊必吃敗仗。」田忌依計而行，果然，魏軍離開邯鄲，歸路中在桂陵又遭齊軍埋伏，魏軍大敗，龐涓只好退回大梁，趙國的困境也因此解除了。這便是歷史上有名的「圍魏救趙」的故事。

Tasked with the mission to save Handan (city in Hebei), Tian Ji wanted to attack Handan (city in Hebei) immediately. But Sun Bin advised against this. He told Tian Ji, "The elite army of Wei is camped outside Handan (city in Hebei) right now. If we attack them directly, we would be attacking into their strength. However, there is only a minimal force defending Wei right now. So if we attack Wei instead, we would be exploiting this weakness, and the army of Wei would be forced to return to defend their capital. This would lift the siege of Zhao automatically, achieving our first goal. In addition, we can ambush the returning army of Wei halfway and they would suffer losses." Tian Ji followed Sun Bin's advice, and everything happened as Sun Bin said it would. Once the army of Ci appeared outside Wei, the army of Wei immediately left Handan (city in Hebei) for home. On their way back, the army of Wei was ambushed by theCiarmy at Guei Ling and was defeated. Pang Juan was forced to retreat to Dai Liang. The siege of Zhao was thus lifted. This is the famous history of "Besiege Wei to rescue Zhao."



三十六計之第二計：圍魏救趙

Strategy 2: Besiege Wei to Rescue Zhao

主張對敵方避實就虛，抓住敵方的弱點，使敵人受到牽制，然後用最少的代價去取得最完滿的成功。

Avoid attacking the enemy's strength directly. Instead, attack its weakness in order to seize the initiative of battle, thereby achieving the best outcome with the least cost.

二桃殺三士

Killing Three Warriors with Two Peaches

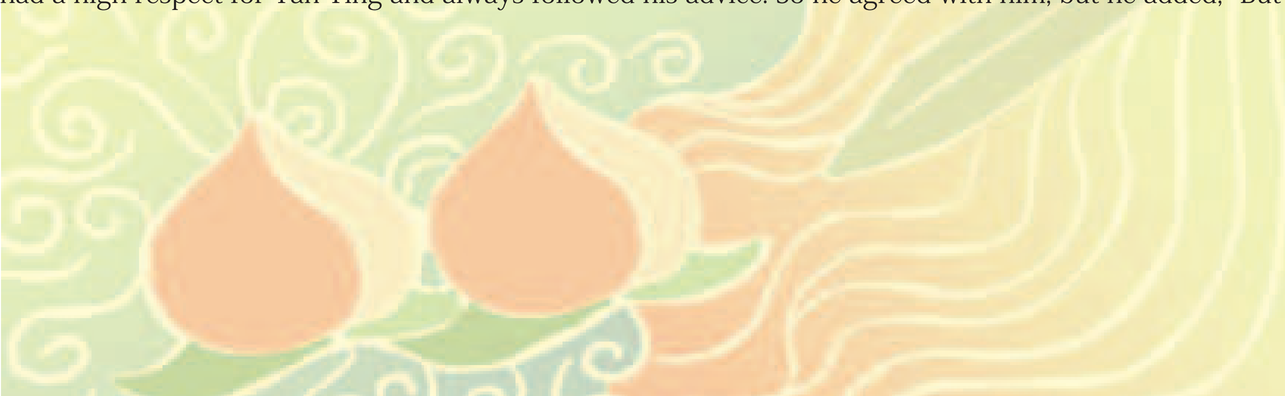
春秋時齊景公有三位勇猛無比的手下，分別叫做公孫接、田開疆和古冶子。

有一天，宰相晏嬰從他們面前經過，照禮他們要起來行禮，他們卻坐著一動也不動，晏嬰當場沒說話，接著便馬上告訴齊景公這件事，並且勸說：「這三個人仗著自己立下不少大功勞，現在已經是目中無人，今天只是對我無禮，難保改天不會對大王無禮，我建議儘快將這三人除去，以免後患無窮。」景公向來十分敬重晏嬰的話，當場點頭表示同意，不過馬上露出面有難色說：「可是，怎樣去除呢？沒有人打得過他們；派人暗

During the Spring and Autumn Period, there were three fearless warriors in Ci by the name of Gong Sun Jie, Tian Kai Jiang and Gu Jhih Zih.

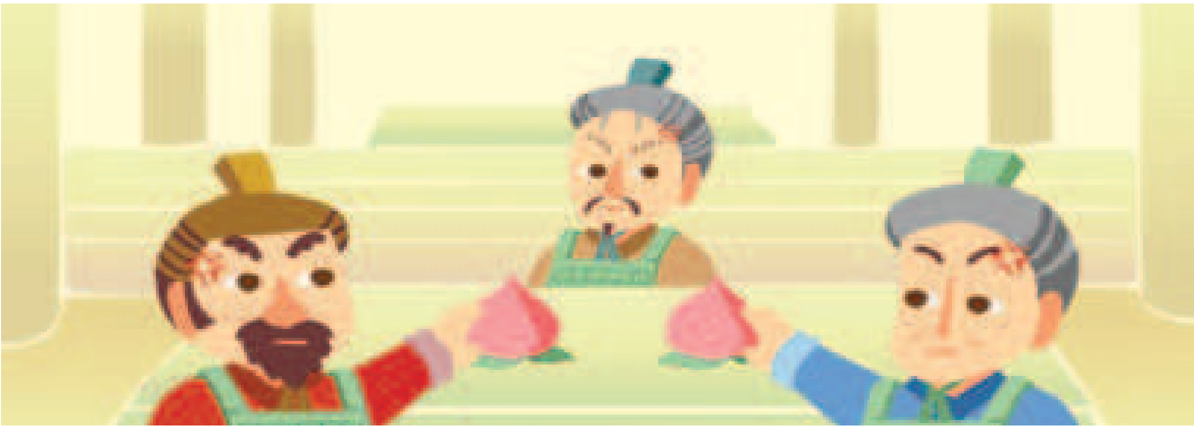
One day, the prime minister Yan Ying walked past the three generals. Court protocol demands that they rise and bow to Yan Ying as a matter of courtesy. However, the three of them just sat there without acknowledging Yan Ying's presence. Yan Ying said nothing on the spot. But afterwards, he told the king of Ci about this incident and advised him, "These three generals have become arrogant because they have accomplished much on the battlefield. Today they only showed disrespect towards me.

But who knows whether or not they will show disrespect towards your Majesty in the future. I suggest that they be removed as soon as possible so as to avoid any future troubles." The king of Ci,Jing gong, had a high respect for Yan Ying and always followed his advice. So he agreed with him, but he added, "But



殺行刺，也不是他們的對手。」晏嬰聽完說：「我早料到了，我已經想好對付他們的計謀了。」便將「二桃殺三士」之計告訴了景公。只有兩個桃子的賞賜，讓他們三人「計功而食桃」。

結果三人先是爭得不可開交，公孫接先說：「我的功勞最大，我空手制服野豬及活捉老虎。」便拿走一個桃子，田開疆說：「我曾用長矛擊退一整隊敵人。」也拿走一個桃；古治子氣得滿臉通紅說：「難道我的功勞就比你們小嗎？」便抽出劍做決鬥狀，沒想到其他兩個人竟然把桃子放回桌子，說：



how? No one is strong enough to beat them. Nor is anybody capable of assassinating them." Yan Ying replied, "I have already figured out how to deal with them." He then told Jing Gong his plan to kill three warriors with two peaches. Two peaches were to be awarded to the two who deserved it the most. The three of them argued fiercely in the beginning. Gong Sun Jie said first, "I caught a wild pig and a tiger alive with my bare hands. So I deserve the most." Then he took one peach. Then Tian Kai Jiang said, "I defeated a whole squad of soldiers with my spear." Then took the other peach, too. Gu Jhih Zih turned red with anger, "Am I less worthy than you two？" He pulled his sword and challenged the other two to a duel. To everybody's surprise, the other two put the peaches back onto the table and said, "Honor is more important than fighting over the rewards. We should be ashamed of ourselves." That said, Gong Sun Jie and Tian Kai Jiang slit their own throats with their swords and died. Having watched this, Gu Jhih Zih, too, killed himself the same way. Thus Yan Ying was able to remove three



「我們應該重榮譽，怎麼可以搶功，真是太慚愧了！」說完便刎頸而死，古治子看到也跟著刎頸，晏子不費吹灰之力，便剷除大患。

「二桃殺三士」並非因為桃子有毒而致人死命，而是政治權術中的殺人工具，也可以把這件事稱作「借桃殺人」。

potential threats to the country of Ci without lifting a finger.
In this story, the peach was not poisonous but was used instead as a tool in political intrigue. The incident can therefore be referred to as “Kill with the peaches.”



三十六計之第三計：借刀殺人

Strategy 3: Kill with a Borrowed Sword

指以冠冕堂皇的藉口，假借他人之手來達到自己的目的，「刀」只是一種比喻。

Openly use another to achieve one’s purpose. “Sword” is used here as a metaphor for the means to an end.

三通鼓曹劌勝齊

Cao Suei Defeated Ci by Waiting until the Third Drumming

春秋時，齊王用鮑叔牙當大將領兵攻打魯國，魯莊王知道後十分害怕，大臣施伯便推薦用隱士曹劌來應戰，好不容易說服曹劌，但是他只願做參謀。

鮑叔牙因為以前打敗過魯軍，便十分輕敵，想一舉進攻活捉魯莊公，一時之間便戰鼓齊鳴，殺喊聲震天，士兵像排山倒海般衝過來。這時，曹劌制止莊公擊鼓進攻，只說：「等一下，現在敵人的氣勢正強，我們只要嚴加陣守，不要輕舉妄動。」

齊軍衝過來後卻攻不進魯軍，被擋在軍陣外，這時鮑叔牙又再下令擊鼓進攻，還是攻不進去，他想魯軍一定是吃過敗仗，害怕

In the Spring and Autumn Period, the king of Ci appointed Bao Shu Ya as the general of his army to invade the country of Lu. The king of Lu was very frightened when he heard this. His minister Shih Bo recommended a hermit by the name of Cao Suei to lead the defense of Lu. It took a lot of effort to persuade Cao Suei to accept the post. But even then, he was only willing to work as a military adviser and not the general.

Bao Shu Ya did not take his enemy seriously because he had defeated the army of Lu before. And this time, he wanted to capture the king of Lu alive by attacking Lu directly. On the day of battle, the sound of



得不敢接受挑戰，如果再攻一次，魯軍一定不戰而敗逃，於是第三次擊鼓進攻。

曹劌聽到齊軍第三次擊鼓，便對莊公說：「現在是擊鼓出兵的時機了。」魯軍一聽鼓聲便以迅雷不及掩耳的速度衝出，齊軍被打得七零八落，莊公想乘勝追擊，曹劌又制止，等看到地上的車輪及馬蹄印，再到車頂看齊軍逃跑的方向，才說可以追。

事後，魯莊公問：「為什麼齊軍三通鼓鼓後才出擊？為何不馬上追齊兵？」曹劌說：「等敵人三通鼓後，敵人的士氣已不如剛開始那樣旺盛，這時我們才擊第一次鼓，我們的士兵自然是士氣高漲，再出其不意的進



drums and battle cries from the side of the Ci army was deafening, and the Ci army quickly charged the Lu army. At this time, Cao Suei dissuaded King Lu Jhuang from giving the signal to beat the drums telling the Lu soldiers to engage the Lu army. Cao Suei said, “Just wait a while. Right now the morale of the enemy is very high. We only need to defend ourselves at the moment. We need not act carelessly.”

The advancing Ci army tried in vain to breach the defensive line of the Lu army. Frustrated, Bao Shu Ya ordered another charge without success. However, the failure of the Lu army to engage the charging Ci army both times let Bao Shu Ya to believe that the Lu army must be too scared to engage the Ci army in battle. He thought a third attack would surely break through and then the Lu army would collapse completely. So he ordered a third charge.

But this time, when Cao Suei heard the third drumming of the Ci army, he said to the king of Lu, “Now is the time to beat our drums and fight back!” The Lu army attacked as soon as they heard their own battle drums, and the Ci army’s lines soon collapsed under the charge. Subsequently, when the king of Lu wanted

攻，一定會將敵人打敗。由於兵不厭詐，所以要觀察車馬足跡是不是真的很亂，表示是真的倉促中逃命的，這時才可以乘勝追敵。

」

to pursue the fleeing enemy, once again Cao Suei advised the king to wait until he checked the prints of the horses and the chariots and observed the directions where the Ci army had fled. Then he gave the green light for the Lu army to pursue. Afterwards, the king asked Cao Suei, “Why wait until their third attack？And why not pursue the retreating Ci army right away？” Cao Suei replied, “After the third drumming, the morale of the enemy was not as high as in the first drumming. Instead, the morale of our soldiers was just at its peak because we were beating our drums for the first time. Also, we took the enemy by surprise because after what had happened after their first two charges, they expected us to just stand our ground instead of charge back at them, and this element of surprise is what guaranteed us a victory. Afterwards, since the risk of being deceived by the enemy always exists, we must check the wheel prints of the horses and the chariots in order to make sure that the enemy had indeed fled in panic before we could safely pursue the enemy.”



三十六計之第四計：以逸待勞

Strategy 4: Wait for the Exhausted Enemy at Your Ease

當雙方開戰時，想要消耗對方的實力，並不一定要硬碰硬的對打，可以先按兵不動，等到對方疲憊時，就可以讓我們和對方實力相當。

When the battle begins, it is not necessary to fight a more powerful opponent immediately. Sometimes you could weaken your opponent by your inaction or by avoiding him in direct battle. Wait and conserve your strength while your opponent tires and becomes exhausted. This will allow you to equalize your relative strengths when you finally engage him in battle.

句踐復國

Gou Jian Restored His Country

春秋時期，吳越兩國打仗多年，一開始是越王句踐被吳王夫差打敗，而越王句踐只好對吳王夫差俯首稱臣，於是句踐決定每天要臥薪嘗膽來提醒自己亡國的教訓，經過二十年的暗中培養軍隊的實力後，終於完成備戰的工作，而此時的吳國由於奸臣當道，吳王夫差竟然殺死了一代忠臣伍子胥，加上碰到乾旱的天災，造成國內作物枯死，河川乾涸。

In the Spring and Autumn Period, the countries of Wu and Yue were at war with each other for years. In the beginning, it was Gou Jian, the king of Yue, who was defeated by Fu Chai, the king of Wu. So Gou Jian had to bow to Fu Chai and offer himself as Fu Chai's loyal vassal. But Gou Jian was not defeated in spirit. Everyday, Gou Jian tasted the gall bladder to remind himself of the bitter taste of defeat and to reaffirm his desire for revenge. Secretly, he was recruiting and rearming his military again. After 20 years, Gou Jian was finally ready for war again. By this time, Wu was governed by corrupt officials, and its king Fu Chai had grown arrogant and inept. Fu Chai even executed Wu Zih Syu, one of his most loyal officials, because he had suggested that Gou Jian be executed in case Gou Jian seeks to revolt in the future. In addition, Wu was plagued by a severe draught. Crops died and the rivers dried out.





到了這個地步，吳王夫差仍然執迷不悟，十分驕傲狂妄，認為自己可以當上東周諸國的霸主，就帶著國內全部的精兵北上中原，和各國諸侯在黃池會盟，結果造成國內兵力不足，人民生活困苦，一片混亂。

越王句踐看到這個情形，覺得機會不可多得，便在范蠡和文種的幫助下，一舉大兵將吳國給消滅了。

But even in this time of crisis, Fu Chai refused to come to his senses. He was arrogant enough to believe that he should be the leader of all the countries. So he led his army to the Central Plains of China to meet the other kings. As a result, Wu was left with a minimal army to defend itself, while its people were living in hardship. In sum, Wu was in chaos and extremely vulnerable.

Gou Jian saw this as a golden opportunity. So he launched his attack at Wu and destroyed it, avenging his defeat 20 years ago and restoring the country of Yue.



三十六計之第五計：趁火打劫

Strategy 5: Loot a Burning House

當敵人陷入困境，情況十分危急時，我們要趁機行動，從中取得利益，仗著強勢來攻打弱勢的謀略。

When the enemy is in hardship or in crisis, we must seize the opportunity and exploit the situation to our advantage by attacking him when he is at his weakest.

韓信生擒魏王魏豹

Han Sin Captured the King of Wei Alive

西元前205年，劉邦趁著項羽討伐齊國的時候，東渡黃河，本來已經投降的魏王魏豹，沒想到他又叛變，於是就派韓信西進平定魏國。

魏豹派柏直為統帥，並將主力軍調到黃河東岸的「蒲阪」，希望就近監視漢軍。韓信則在蒲阪渡口的對岸紮營，並把船集中在江邊，到了夜裡到處都插滿火把，完全是隨時會渡江進攻的樣子，柏直便下令不准任何船過江，其實韓信早已派主力部隊，在上游八十里處的「夏陽」，用空瓶及空桶搭了一座臨時橋。所以，當魏軍守在蒲阪渡口，漢

In 205 BC, while Siang Yu was on an expedition against Ci, Liou Bang crossed the Yellow River. Wei Bao, the king of Wei, suddenly rose in revolt against Liou Bang despite the fact that he had surrendered earlier. As a result, Liou Bang sent his general Han Sin to put down the revolt in Wei.

Wei Bao appointed Bo Jhih as the general of his army and moved his elite troops to Pu Ban, a town on the east bank of the Yellow River to keep Han Sin's army under surveillance. And Han Sin camped on the west bank of the Yellow River. He assembled hundreds of ships alongside the river in preparation for a river crossing. When night fell, torches could be seen all cross the west bank. It appeared that Han Sin's army was ready to cross the river at any moment. Seeing this, Bo Jhih ordered his troops to guard the west bank of the river and to destroy any ship that tried to cross. However, unknown to Bo Jhih, Han Sin had already sent the bulk of his forces to Sia Yang, a place which was 80 kilometers up the Yellow River. There, Han



軍早已渡過黃河，並且對魏國的首都展開進攻，這時柏直想趕回首都，早已來不及了，最後魏王魏豹就被韓信活捉。



Sin's army set up a temporary bridge across the river by using empty bottles and barrels. While the Wei army stayed put at Pu Ban for days to defend against a river crossing, Han Sin's army had long crossed the Yellow River and had already launched an attack on the capital of Wei. By the time Bo Jhih heard the news, it was too late for him to rush back to the capital. And Han Sin was able to capture Wei Bao alive.

三十六計之第六計：聲東擊西

Strategy 6: Sound East While Attack West

製造假象，讓敵人以為我們要攻打東邊，進而做出錯誤的決定，實際上卻是從西邊進行攻打，是一種出奇制勝的方法。

Create a feint to fool the enemy into believing that we are attacking the east when in fact we are attacking the west, thereby causing the enemy to make the wrong troop deployments. This is one way to create a surprise attack.

張巡的草人軍隊

Jhang Syun's Scarecrow Arm

唐玄宗天寶十四年，即西元755年，十分受到玄宗寵愛的安祿山竟然起兵叛變。

有一次，安祿山的部下令狐潮包圍了雍丘城，當時城中守將是張巡，城中的士兵及武器都不多，情況十分不利，張巡知道出去應戰是不行的，於是想了一個計謀，下令做一千個與真人大小相同的草人，並穿上黑色衣服，趁著當晚月色不明時，將草人綁上繩子並且順著城牆放下去。負責監視城中動靜的敵軍，發現便說：「有敵兵！」於是，敵軍拼命向草人射箭，一會兒草人身上布滿了箭，這時敵軍才發現中計了，而張巡也因此

During year 14 of Tang Syuan Zong Tian-bao（755 AD）, An Lu Shan, who was a favorite official of the emperor, rose up in revolt.

Soon, the city of Yong Ciou was under siege by Ling Hu Chao, a general of An Lu Shan. The general in charge of defending the city at that time was Jhang Syun. At that time, Yong Ciou's situation was precarious because Jhang Syun had neither a big enough garrison nor sufficient weapons to defend the city against the siege. Jhang Syun knew that he was not capable of fighting Ling Hu Chao outside the castle walls, so he thought of a plan. He ordered his men to make one thousand life-size straw dummies and dressed them in black. Against a dim moonlit night, the dummies were lowered over the city walls by ropes. The enemy lookouts saw the dummies and warned of an attack. Immediately, they showered



得到許多的箭。

過了幾天，又是月色昏暗的夜晚，敵軍又發現城牆有動靜，令狐潮心想一定又是故技重施，便按兵不動；沒想到，這次是真的五百名突擊兵，於是張巡打了勝仗，也保住了雍丘城。



the straw dummies with arrows. And before the enemy realized that they had been tricked, the dummies were all shot through with enough arrows to replenish the supply of arrows for Jhang's defending garrison.

A few nights later, there was little moonlight once again. And the enemy lookouts noticed again that there were movements along the city wall. Ling Hu Chao thought that Jhang Syun must be up to his old trick again, so he ordered his men to ignore it. By the time Ling Hu Chao realized that it was a real attack by five hundred raiders, it was too late. As a result, Jhang Syun defeated Ling Hu Chao and rescued Yong Ciou.

三十六計之第七計：無中生有

Strategy 7: Create Something from Nothing

指憑空捏造來製造假象，虛虛實實，並且以虛假的聲勢發展下去，讓敵人真假難辨，產生錯覺，最後再把虛假變成真實，採取行動，達到目的。

Create deceptions and illusions and use them repeatedly to confuse the enemy into believing that nothing is real. Then, against this background of deception, launch a real attack and catch the enemy by surprise.

明修棧道，暗渡陳倉

Openly Repair the Walkway, Secretly March to Chen Cang

劉邦知道項羽對自己十分有戒心，當他帶著兵馬由棧道進入漢中時，便馬上把對外聯絡的山路棧道給燒了，一方面是杜絕外來的入侵，一方面則是讓項羽放心，表示自己沒有辦法回關中。

經過一陣子的休養，劉邦採用了韓信的建議，整軍準備出擊。一方面派大隊人馬修復燒掉的棧道，這個舉動果然引起項羽手下章邯的注意，於是章邯便派主力部隊守住棧道出口。這時候劉邦則帶著另一隊兵馬，請當地的樵夫帶領，從另一條小路走出漢中，進入陳

Liou Bang knew that Siang Yu was suspicious of him. So after he brought his troops into Hanzhong (city in Shaanxi), he burned the walkway which connected Hanzhong (city in Shaanxi) with the outside world. This way, Liou Bang not only prevented others from invading Hanzhong (city in Shaanxi), but he also hoped to gain Siang Yu's trust by showing Siang Yu that he could not return to Guan Jhong anymore.

After resting for a while, Liou Bang assembled his troops and launched an attack on Siang Yu. First, he sent a crew to repair the burned down walkway to catch the attention of Jhang Han, a general of Siang Yu, and it worked. In response, Jhang Han sent his main troops to block the exit of the walkway, hoping to ambush Liou Bang. However, a local hunter helped Liou Bang and his troops out of Hanzhong (city in Shaanxi) and into Chen Cang through another small trail.





倉。

這時章邯知道了，便連忙派軍隊趕往陳倉，沒想到卻吃個大敗仗，自己的封地全都被劉邦占領了，項羽其餘的兩名大將，這時知道再打下去也沒有勝算，就舉白旗投降。

Hearing the news, Jhang Han immediately raced back to Chen Cang with his army. But he lost the battle there as well. Liou Bang ended up occupying Chen Cang, and a big part of Jhang Han's army



三十六計之第八計：暗渡陳倉

Strategy 8: Secretly Passing to Chen Cang

與聲東擊西類似，只不過前者著重在隱藏進攻目標，而本計著重在隱藏進攻路線，指公開自己的假進攻動作，用來吸引對方注意，另一方面，則暗中進行真正的攻擊路線及布局。

This is similar to the strategy of "Feint in the east and attack in the west." But whereas the other strategy was focused on hiding the actual target, this strategy was focused on hiding the actual route of attack. Openly reveal the deceptive route in order to protect the actual route of attack.

坐山觀虎鬥

Watch Two Tigers Fight from a Distance

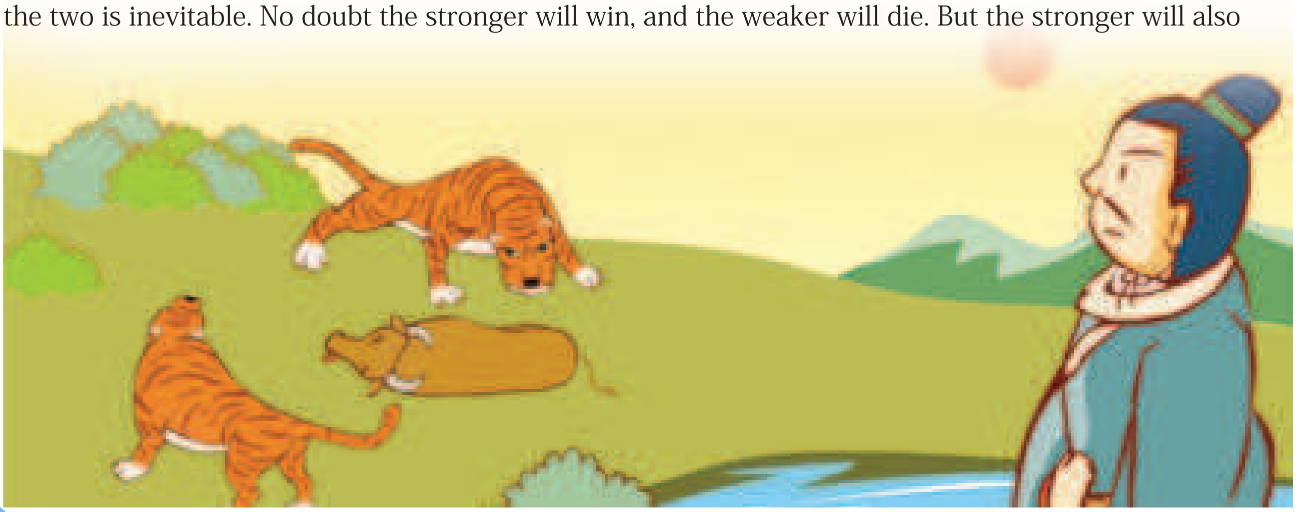
戰國時，一位名辯士陳軫剛好來到秦國，秦惠王便將是否要出面調停韓、魏兩國之間多年戰爭的難題告訴陳軫，請他幫忙想想解決的辦法，陳軫想了想，便告訴秦惠王一個有關「卞莊子刺虎」的故事。

故事內容是說有個叫卞莊子的人，有一次看到兩隻老虎在爭一頭牛，便想拔劍來刺虎，結果僕人阻止他說：「等一下，你看兩虎爭一牛，表示一定會有廝殺，結果一定是強者受傷獲勝，弱者死掉，這時你再出面刺殺受傷的老虎，這不是一舉得兩虎嗎？」

陳軫接著說：「現在韓、魏爭戰就像兩

In the Warring States Period, there was a famous advisor named Chen Jhen. Once, while Chen Jhen was visiting the country of Cin , King Cin Huei took the opportunity to ask Chen Jhen for advice on whether he should intervene as an arbitrator in conflict between the countries of Han and Wei. Chen Jhen then told King Cin Huei a story about how Bian Jhuang Zih killed the tiger.

The story was about a man named Bian Jhuang Zih. One day he saw two tigers fighting over a cow. He was about to pull out his sword to kill the tigers when his servant stopped him. His servant said, “Wait a moment, master. Look, two tigers are fighting over the same cow. This means a bloody fight between the two is inevitable. No doubt the stronger will win, and the weaker will die. But the stronger will also



虎相鬥，遲早弱國會被強國消滅的，大王您不如效法卞莊子的做法吧！」果然，秦成了最後的大贏家。



be wounded as a result. So why not wait until then, and you will just need to kill the wounded tiger that remains？”

Chen Jhen continued, “Now Han and Wei are fighting each other just like those two tigers. Sooner or later the weaker will be vanquished by the stronger. Your Majesty, why not do what Bian Jhuang Zih did and wait until then？” As Chen Jhen predicted, Cin ended up being the ultimate winner in this conflict between Han and Wei.

三十六計之第九計：隔岸觀火

Strategy 9: Watch the Fire from Across the Shore

一般指不採取任何行動，不過這裡還有更深一層的意義，指任由對方不利的情勢發展，一直到最後，自己再來坐收漁翁之利的意思；也就是靜觀其變，終能得利。

Generally speaking it means neither responding nor taking any actions. But it has a deeper meaning, which is to let a situation that is detrimental to your enemy develop so that you could benefit from it. In other words, wait and see how an event that will work in your favor develops to its natural end. The spoils belong to those who have the patience to wait until a situation changes to their advantage.

公孫鞅取河西

Shang Yang Took West of the Yellow River

戰國初年，秦國還不算是強國，秦孝公為了強大國力，便下令徵才來輔助國政，這時候，公孫鞅便來到秦國，他後來幫孝公振興國家，孝公便將商地封給他，後來人們就稱他為商鞅。

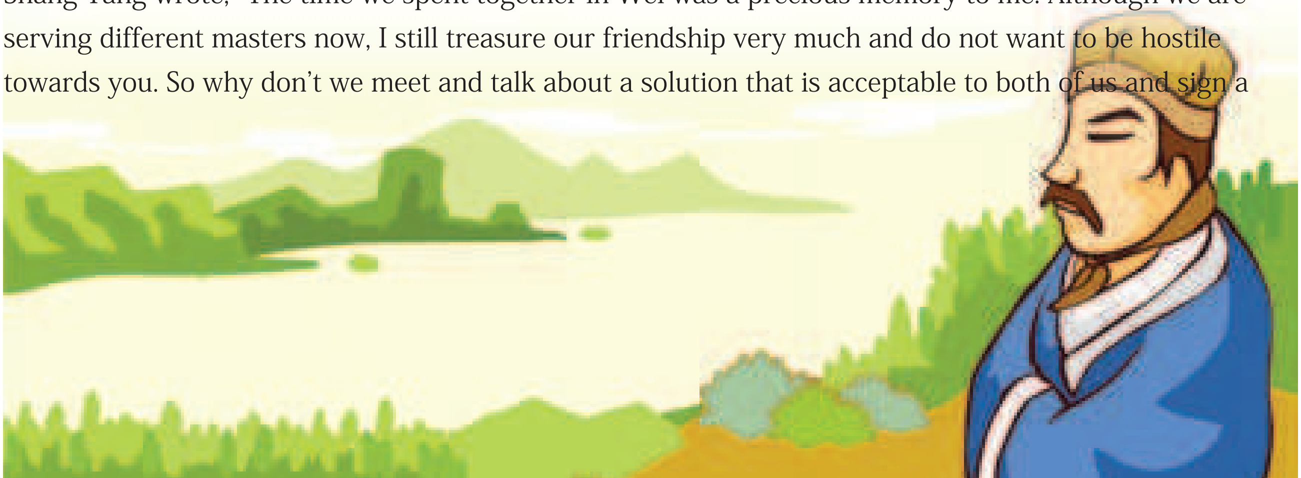
西元前340年，孝公又派商鞅領兵攻打魏國，魏王派公子魏卯迎戰，商鞅知道後十分高興，立刻寫封信給魏卯。

信的內容是：「想起以前在魏國和你相處的情形，十分令人懷念，今天雖然我們輔佐的人不同，可是我還是很珍惜彼此間的友情，我也不想和你處於敵對的狀態，如果可

In the early years of the Warring States Period, Cin was not yet a strong country. In order to strengthen his country, Cin Siao Gong recruited talented people to assist him in governing the country. Shang Yang was one of those people who came to Cin and helped advise Cin Siao Gong on how to reform Cin. For his contributions, Cin Siao Gong awarded Shang Yang both land and title.

In 340 BC, Cin Siao Gong appointed Shang Yang as general to attack the country of Wei. The king of Wei sent prince Wei Mao to lead the defense. Shang Yang was very glad when he heard this. He wrote Wei Mao a letter immediately.

Shang Yang wrote, “The time we spent together in Wei was a precious memory to me. Although we are serving different masters now, I still treasure our friendship very much and do not want to be hostile towards you. So why don’t we meet and talk about a solution that is acceptable to both of us and sign a



以見面談談，想出一個對雙方都可以接受的辦法，訂立合約，就不用動刀槍，如此不是兩全其美嗎？」魏卯信以為真，便答應商鞅的提議，見面後相談甚歡，沒想到，宴會結束後，魏卯中了伏兵，成了階下囚，商鞅便乘機攻打魏軍，魏軍吃了敗仗，魏王不得已只好將河西割給了秦國。



peace accord without the use of force? Wouldn't this be a perfect outcome?" Reading this, Wei Mao was naive enough to believe it and accepted his invitation. They met and had a very pleasant talk. However, when the talk was over, Wei Mao was ambushed on his way back and captured as a prisoner. Shang Yang took this opportunity to launch an attack against Wei and won a big victory. As a result, the king of Wei had to cede the territory west of the Yellow River to Cin.

三十六計之第十計：笑裡藏刀

Strategy 10: A Dagger Sheathed in a Smile

先用和善親切的態度取得對方的信任，等對方解除戒心，再暗中計畫打擊對方的計謀。

Befriend and charm yourself to the enemy. After you have gained his trust, you can then plot against him in secret.

趙氏孤兒

The Last Orphan of Jhao

春秋時戰爭不斷，晉靈公時有位寵臣叫做屠岸賈，他一直視趙氏一族為眼中釘，他宣稱趙盾殺了靈公，並建議要將趙氏全族誅殺。到了晉景公時，趙盾去世，由他的兒子趙朔接替官位，晉景公聽信讒言，便交給屠岸賈全權處理。因為有人向趙朔通風報信，所以趙朔已身懷六甲的妻子莊姬逃過了被殺害的命運。不久後莊姬生下一個兒子，屠岸賈知道這個消息後，便想要斬草除根，而想援救趙家骨肉的程嬰及公孫杵臼，都是以前

During the Spring and Autumn Period, a man by the name of Tu An Jia in the country of Jin was a favorite lackey of Jin Ling Gong. Jin Ling Gong was a tyrant, and he was killed by a cousin of then prime minister Jhao Dun. Since Tu An Jia's influence in the Court was derived from Jin Ling Gong, he fell out of favor, and so he hated Jhao Dun as a result. He claimed that Jhao Dun was a co-conspirator in the murder of Jin Ling Gong and suggested that the whole Jhao clan be executed as befitting the crime of murdering the king. Jin Ling Gong's son Jin Jing Gong was young at the time, and he believed Tu An Jia's story. So he gave Tu An Jia full authority to execute the Jhao clan. Because of a tip off about the impending massacre, the pregnant wife of Jhao Dun's son Jhao Shuo was able to escape the fate of being killed. Later she gave birth to a boy. But when the news reached Tu An Jia, he wanted to make sure that the entire blood line of Jhao was wiped out. Knowing that the last Jhao baby was in grave danger, Chen Ying and Gong Sun Chu Jiou wanted to



曾受過趙家恩惠的人，經過商議，程嬰忍痛將自己剛出生的兒子來代替趙家骨肉。結果真正的趙家骨肉平安無事，被程嬰帶到深山隱居起來，十五年後趙家冤屈終於平反了。這就是用「李代桃僵」策略，來挽救忠良後代有名的歷史故事—趙氏孤兒。



repay the kindness they had received from Jhao Shuo by saving the last Jhao baby. They discussed with each other and came up with a plan. Knowing that Tu An Jia would never quit until he kills the baby, Chen Ying substituted his own newborn son to be killed in order to satisfy Tu An Jia and save the last Jhao baby. This was how the last orphan of Jhao was saved. He was raised by Chen Ying in a remote mountain. Fifteen years later, the injustice done to the Jhao family finally was cleared. This is the famous historical story – The Last Orphan of Jhao - in which the strategy of "Sacrificing the plum to save the peach" was used to save the descendent of a loyal vassal.

三十六計之第十一計：李代桃僵

Strategy 11: Sacrifice the Plum for the Peach

原指代人受過或是冒名頂替成為代罪羔羊。在策略運用上，指當局勢發展漸漸不利時，在必要時刻，只好犧牲小部分來顧全大局。

Originally it means taking the blame for others or being used as a scapegoat. But when applied to strategy, it means to sacrifice something of value in order to stay in the game or to win the game in the end.

趙國求救

Jhao Appeals for Help

公元前354年，魏惠王打算進攻北邊的趙國，他派龐涓領軍前往攻打，兩年後攻到趙國首都邯鄲城下，趙王眼看局勢不利便向實力雄厚的楚國求助。

楚王的宰相昭奚恤反對出兵，只有景舍贊成出兵並且提出一個以救趙為名義，一方面削弱魏國實力，一方面可以順手牽羊，替楚國謀取利益的計策。

楚王便派景舍領軍從趙、楚國界進入趙國，不久龐涓就攻下邯鄲城，這時卻聽到齊軍進攻魏國首都大梁，龐涓連忙撤兵趕回魏

In 354 BC, King Wei Huei was planning to launch an attack on Jhao, a country north of Wei. He appointed Pang-Juan as his general. Two years later the Wei army fought its way to Handan (city in Hebei), the capital of Jhao, and laid a siege outside the city walls. Jhao was desperate, so the king of Jhao appealed to Chu for help. At that time, Chu was a country with a strong military.

After hearing Jhao's appeal for help, the prime minister of Chu advised against coming to Jhao's aid, but another advisor Jing She thought otherwise. Jing She was in favor of sending the troops. He proposed a strategy by which under the pretext of rescuing Jhao, they could undermine the strength of Wei while profiting from Chu.

So the king of Chu appointed Jing She as the general of the army. In the name of rescuing Jhao, the Chu army entered Jhao. Soon Handan (city in Hebei) was seized by the Wei general Pang-Juan. But immediately, news came that the capital of Wei was under siege by the Ci army. So Pang-Juan hastily left





國，沒想到在半路上，又遇到齊軍的伏兵，吃了大敗仗。

此時魏、趙兩國都受到重創，但對楚軍卻是大好時機，景舍便趁機佔領趙國南部的部分領土，他的「順手牽羊」計謀便大功告成。

趙國的求援，讓楚國有領兵進趙國的機會，加上齊國趁魏國城中無兵力便前往攻打，這個有利的時機，使得楚國不費一兵一卒，便佔領趙國的部分領土，也就是順手所牽的「羊」。

Handan (city in Hebei) and retreated immediately to defend Wei's capital. However, the Wei troops were ambushed on their way back by the Ci army and suffered heavy losses.

Both Wei and Jhao had been hurt badly in this episode and are in no position to fight again in the near term. This presented Chu with a golden opportunity. Since the Chu army was already in Jhao, Jing She quickly seized the southern part of Jhao, and there was nothing Jhao could do. As a result, Jing She's tactic of "Stealing a goat along the way" proved to be a big success.

The appeal for help from Jhao provided a pretext for Chu to legitimately enter Jhao with its troops. Coupled with the unexpected event of the attack on the capital of Wei by the Ci army while the bulk of Wei's army was laying siege to Jhao, this was a great opportunity for Chu to seize more land from Jhao without having to fight for it. The "goat" in this strategy refers to the territory of Jhao.

三十六計之第十二計：順手牽羊

Strategy 12: Seize the Opportunity to Lead the Sheep Away

本指趁機偷竊別人的財物，在這引申為把握對方出現小缺失的機會，我們應該把握機會，進而謀取利益，就算只有小利也要把握住。

Originally it means to steal something when the opportunity presents itself. Here it means to take advantage of any opportunity that presents itself, no matter how small, and to profit from it.

智收巡撫印

Recovering the Seal by Craft

在清道光年間時，江南某巡撫王守愚有位副將叫趙伯仁，副將因與巡撫有過私怨，便想找機會報復，於是收買了監印官偷偷將官印拿出來，巡撫後來知道這件事，但苦無證據沒辦法捉拿副將。

這時身旁的佐刑書吏便想出一條妙計，當天晚上巡撫衙門突然失火，按規定所有人都要來救火，這時看到巡撫慌張地捧著官印箱跑出來，便將印箱交給了副將，並且命令他趕緊拿回家中保管，副將接過來發覺印箱

During the Cing Dynasty, there was a circuit court judge named Wang Shou Yu. He had a deputy named Jhao Bo Ren. Because of some personal feud with the judge, Jhao Bo Ren was looking for an opportunity to get back at the judge. One day, he bribed a guard to steal the judge's seal. Wang Shou Yu later found out what happened, but he could not arrest the deputy because he did not have any evidence that Jhao Bo Ren stole the seal. And without the seal, Wang Shou Yu could not do his job as a judge.

Seeing how troubled the judge is, his assistant came up with a brilliant plan to recover the seal. That night, the government building suddenly caught on fire. According to the rules, everyone was obliged to come to help put out the fire. At this moment, Wang Shou Yu hastily rushed out of the building with the box that stores the judge's seal in his hands. In front of everybody, he handed over the box toJhao Bo Ren and ordered him home to keep the seal safe from fire. Jhao Bo Ren hesitated. He was suspicious because the



重重的，便有點猶豫，但不可以違抗命令更不能打開來看。

　　隔天巡撫便升堂對士兵們論功行賞，副將當然也把印箱交回，巡撫當場打開印箱，原先放在箱中的石頭，已換回原來黃澄澄的官印。



box was heavy. But he couldn't do anything but to obey the order, since he could not open the box in front of everyone.

The next morning, Wang Shou Yu assembled everyone in the court house to reward them for their contributions in fighting the fire last night. When Jhao Bo Ren handed the box over to Wang Shou Yu, the judge opened it on the spot. The stone which had previously been placed in the box was now replaced by the stolen seal.

三十六計之第十三計：打草驚蛇

Strategy 13: Beat the Grass to Startle the Snake

　　指當對方情況不明，我們要用旁敲側擊的方法，反覆地試探，使對方陰謀暴露，我們便可以依情況來出擊。

When the enemy's intention is unclear, we should launch indirect probes and observe the reactions of the enemy until his plans are exposed. The behavior of the enemy will reveal his strategy, and we can react accordingly.

死諸葛嚇走司馬懿

The Dead Jhu Ge Liang Scares Away Sih Ma Yi

西元234年諸葛亮因操勞過度去世了，在過世前他知道一旦自己不在了，魏軍一定會趁機攻打蜀漢，於是他叫幕僚長楊儀，到時候一定要封鎖消息，等到蜀軍安全撤離才可以公布，就連撤離途中如果遇到攻擊該如何防禦，也都交待清楚。

魏軍將領司馬懿精通星象，所以知道諸葛亮已經過世，可是又怕是用裝死的計謀來引誘魏軍，便先派一小隊士兵打探軍情，沒想到蜀軍已全部撤退了，於是司馬懿領軍追

In 234 AD, Shu's military advisor Jhu Ge Liang passed away through over-work and illness. Before he died, he knew that once he was gone, the Wei army would take this opportunity to attack Shu. So he instructed the chief of staff Yang Yi to withhold the news of his death until the Shu army had safely retreated. He even gave detailed instructions on how to defend against an attack during their retreat.

Sih Ma Yi, the general of Wei, was an expert in astrology, so he knew that his arch rival Jhu Ge Liang had passed away. But he was concerned that he could be faking his death to lure the Wei army into a trap. So he sent some scouts to find out if there were any movements in the Shu army first. To his surprise, the Shu army had completely retreated. This convinced Sih Ma Yi that Jhu Ge Liang had indeed died. So he led his army on a frantic chase. Finally, the Wei army caught up with the Shu army. But when the Wei



趕，終於追上了。等魏軍衝上去時，突然一聲炮響，看到十多名大將擁著一輛四輪車，上頭竟然坐著諸葛亮，司馬懿一看便大叫：「中計了！」趕緊下令撤退，足足退了五十多公里才停下來。其實車上只是木雕的諸葛亮像，這全是他生前早已安排好的策略。



army charged forward, suddenly they heard a sound of canons. There were several generals who escorted a carriage on which, to his horror, sat Jhu Ge Liang. Sih Ma Yi shouted out loud, " We've been tricked!" Immediately, he sounded retreat, and the Wei army retreated to as far as 50 kilometers back. What Sih Ma Yi did not know at the time was that Jhu Ge Liang had indeed died earlier. What Sih Ma Yi saw sitting on the carriage was just a wooden dummy dressed up like Jhu Ge Liang. And all these events were anticipated and planned for before Jhu Ge Liang's death.

三十六計之第十四計：借屍還魂

Strategy 14: Borrow a Corpse to Resurrect the Soul

將看起來沒有用的東西重新加以利用，讓自己在主動及操控的地位，而不是被人操控。

To revive something useless by giving it new purpose. This adds new variables or uncertainties that an enemy has to take time to consider, giving us an opportunity to seize the initiative and control of a given situation.

韓信中計被擒

Han Sin Trapped and Captured

當年漢高祖劉邦在建立漢朝時，為了獎勵將領為自己效命，便採用封諸侯王的方式，因此這些受封的將領都各自擁有強大的兵力及領土，在漢朝政局漸漸穩定時，高祖便開始憂心將領會叛變，其中功勞最大的韓信便是首當其衝。

謀士陳平便向高祖獻計，設計要引誘韓信離開自己強大的勢力範圍，到時候再趁勢將韓信一舉擒來。於是在漢高祖六年(西元前201年)那一年，劉邦藉故要到雲夢(今湖北省

When Liou Bang established the Han Dynasty, he adopted the feudal system whereby a general is awarded land and title in proportion to his merits in battle. This was done to encourage his generals to be brave in war. As a result, all the generals possessed large territories and had large armies of their own. After the political situation had stabilized, Liou Bang began to worry if his powerful generals would revolt in the future. Among them, Han Sin, who had gained the most merits in battle, became the biggest threat to Liou Bang.

Liou Bang's advisor Chen Ping presented him with a scheme to entice Han Sin to leave his feudal stronghold where he is protected by his army and then capture him. Under the pretext of taking an



長江南北）一帶去遊玩，下令要那些被冊封的各諸侯王到陳丘來見自己，等到韓信到達的時候，高祖便告訴韓信說有人密告他要造反，於是，當場將韓信抓起來，並且押回到洛陽，接著便下令廢掉他的王位，降為淮陰侯。

excursion to a resort, Liou Bang ordered all the feudal lords to come and see him. When Han Sin arrived, he was told that someone had tipped off Liou Bang that he was plotting a revolt. Han Sin was arrested on the spot. Later, his land was confiscated, and he was given the lower rank of marquis.



三十六計之第十五計：調虎離山

Strategy 15: Entice the Tiger to Leave Its Mountain Lair

引誘敵人離開他的據點，使敵人居於不利的條件，再趁機攻打敵人。

Entice the enemy to leave his stronghold and then attack him.

冒頓智取東胡國

Mao Dun Took Dong Hu Country by Craft

漢朝初年，北方的東胡國聽到匈奴「冒頓」殺父自立為王，想試探冒頓的為人態度，便派使臣向冒頓要一匹千里馬，匈奴國的臣子聽到後紛紛表示，國家只有這一匹先王遺留的千里馬，怎麼可以給人呢？冒頓笑笑後說：「東胡國是鄰居，怎麼可以為了一匹馬，失掉可貴的情誼呢？」於是把馬交給使者。

後來東胡國又派人來向冒頓討匈奴國的皇后，臣子們更是生氣的反對，沒想到冒頓又笑著說：「我不能為了一個女人，失去與

In the early years of the Han dynasty, news that prince Mao Dun of the country Syong Nu country murdered his own father and enthroned himself as the new king spread to neighboring country of Dong Hu . The Dong Hu country wanted to see what kind of person Mao Dun was, so they sent an emissary requesting for the king's horse. The officials of Syong Nu country disapprove, "This is the horse left by the late king. How can we give it away?" But Mao Dun smiled and said, "Dong Hu country is our neighbor. How can we lose their precious friendship just because of a horse?'' So he gave his horse to Dong Hu country. Later Dong Hu country sent the emissary again, this time requesting for the queen of Syong Nu country. The officials were up at arms in protest. But Mao Dun just smiled and said, "I can not afford to lose the friendship with our neighbor just because of a woman.'' So again he gave his queen to Dong Hu country . Three months later, Dong Hu country sent the emissary again, this time demanding a piece of land from



鄰國的交情。」就把皇后交給使者了。

三個月後，東胡竟然大膽到想要兩國交界的空地，這次，冒頓卻突然從座位上站起來，生氣的說：「土地是一個國家的根本，怎麼可以給人呢？」便下令把使臣等人綁起來，並且以最快的速度出兵攻打東胡國，由於東胡國沒有任何準備，很快整個東胡國就被冒頓給消滅了。

Syong Nu country. But this time, Mao Dun rose from his chair and said furiously, “Land is the foundation of a country. How can we give it away?” He ordered the emissary arrested and ordered an attack on Dong Hu country as soon as possible. Because Mao Dun invaded Dong Hu country without any prior warning, Dong Hu country was caught completely off guard. As a result, Mao Dun conquered Dong Hu country in no time.



三十六計之第十六計：欲擒故縱

Strategy 16: Letting Go of the Small Fish to Catch the Big Fish

不把對方逼迫得太緊，先讓他自己的實力消耗掉，士氣及心理上都鬆懈時，再一舉進攻，對方一定會自亂陣腳，到時候便可以用最小的代價，取得勝利。

Don not push your enemy too hard. Let him expend his strength first. Then when his morale and his guard are down, attack him at once. The enemy will fall into chaos, and we will be able to achieve victory at the lowest cost.

蕭翼智取蘭亭帖

Siao Yi Stole the Lanting Preface by Guile

唐太宗喜愛書法，一直想得到「蘭亭序」，可是永欣寺的和尚辯才不肯承認自己擁有真跡。房玄齡便推舉蕭翼，表示他一定有辦法拿到真跡，但是不可以公開派他去，並且要借他一些二王的真跡。

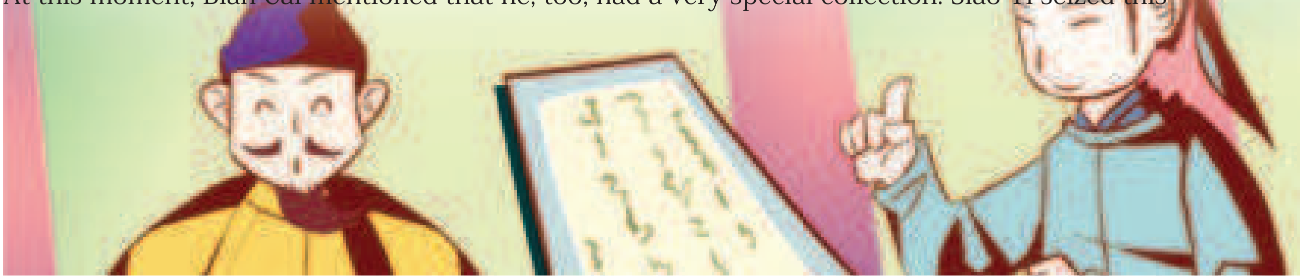
蕭翼便裝成窮書生，搭船到永欣寺，他故意到廟裡看壁畫，辯才看到他如此落魄，不但找他聊天還留他過夜。之後每天都找他一起飲酒論文，蕭翼便不經意提到自己有三、四幅二王真跡，辯才要他拿出來看看，果然是真的。

這時辯才就提到自己也有一幅特別的，蕭翼趁機問：「是什麼呢？」辯才回答：「

Tang Tai Zong was very fond of calligraphy and had always wanted to acquire the most famous calligraphy painting - The Lanting Preface. The painting was in the possession of Bian Cai, a monk at Yong Sin Temple. However, Bian Cai claimed that he did not own the authentic copy. So Siao Yi was given the task of visiting Bian Cai to steal the real Lanting Preface. Siao Yi went incognito and brought with him two authentic works by the famous calligrapher Er Wang as bait.

Siao Yi disguised himself as a poor scholar taking a ferry to Yong Sin Temple to study the murals in the temple. Seeing how impoverished Siao Yi is, Bian Cai invited Siao Yi to dinner and to stay at the temple for a while. In the following days, they chatted about art and literature. One day, Siao Yi casually mentioned that he had with him some authentic works by the famous calligrapher Er Wang. Bian Cai asked Siao Yi if he could see them and found that they were indeed authentic.

At this moment, Bian Cai mentioned that he, too, had a very special collection. Siao Yi seized this



蘭亭序。」蕭翼故意說：「怎麼可能，聽說在戰亂時早就沒有了！」辯才回答：「這帖傳了七代，是先師臨終給我的，不信我明天拿給你看。」隔天蕭翼看帖時，故意指出有瑕疵，表示不是真跡，辯才便希望蕭翼將其他真跡留下讓他比對看看，於是沒將蘭亭序收起來。

後來他有事出去，蕭翼便向守房的弟子表示辯才有東西忘了拿，弟子心想他和師父很熟，便開門讓他進去，蕭翼就將二王字帖及蘭亭序一併帶走。

opportunity and asked him about it. Bian Cai told him, "I have the Lanting Preface." Siao Yi replied deliberately, "That's impossible. I heard that the Lanting Preface was destroyed during the war." Bian Cai replied, "The Lanting Preface had been handed down through seven generations. It was given to me by my late master. I will show it to you tomorrow if you don't believe me." The next day, Bian Cai brought out the Lanting Preface, and while Siao Yi was examining the work, he deliberately pointed out a flaw and said that it could not have been the authentic copy. Bian Cai expressed the wish to see other authentic copies from Siao Yi so that he could compare them with his own. Thinking that he would need to compare it with other copies soon, he did not store it away as he should, but had it lying around on the table.

Later, Bian Cai went out to do something. And Siao Yi told the disciples who guarded the temple that Bian Cai forgot something in his room. Thinking that he is an acquaintance of their master, the disciples let him into their master's room. Siao Yi took the Lanting Preface along with the works of Er Wang that he brought with him and left.

三十六計之第十七計：拋磚引玉

Strategy 17: Toss Out a Brick to Attract Jade

用相同類似的東西去引誘對方，讓他們搞不清楚真相，並且混淆視聽，因而中計上當，也就是用小利誘得大利的計謀。

Use something similar as bait to entrap the enemy. Confuse him with lies and illusions until he is trapped. This is the strategy of using a small bait to catch something big.

用麥稈擒王

Capture The Leader with Wheat Stalks

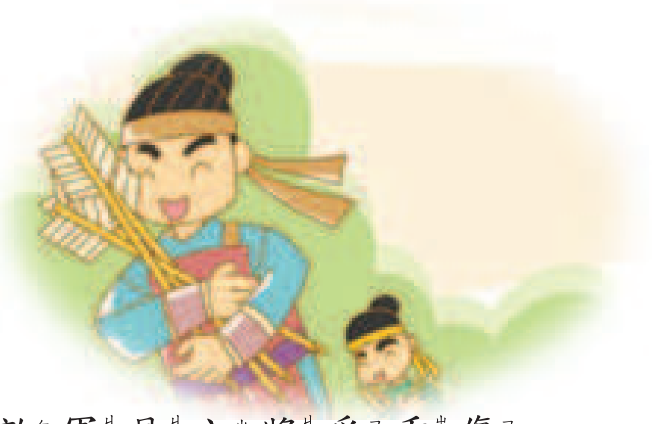
唐玄宗時有位進士叫做張巡，在安史之亂時他奉命討伐叛賊，由於他擅於用兵，所以將反賊打得落花流水。不過，敵軍雖然死傷慘重仍不肯退兵，這時，張巡便想到只有擒住賊王才能結束戰爭。

當時敵軍主將是尹子奇，可是，張巡無從得知對方主將是誰？最後他想到一個辦法，他命令所有士兵將麥稈前端全削尖，並把麥稈當箭攻擊敵軍。敵軍一看到射來的箭竟然是麥稈，心想對方一定是箭都用完了，才會出此下策。於是，就撿起地上的麥稈，跑去向主將報告這個好消息。

The An Shih Rebellion happened during the Tang Dynasty. Jhang Syun was the general in charge of defeating the rebels. Because he was an expert in military strategy, Jhang Syun defeated the rebel army in battle. The rebel army suffered significant casualties. However, they refused to retreat despite the huge loss. At this point, Jhang Syun realized that the only way to end the war is to capture the leader of the rebel army.

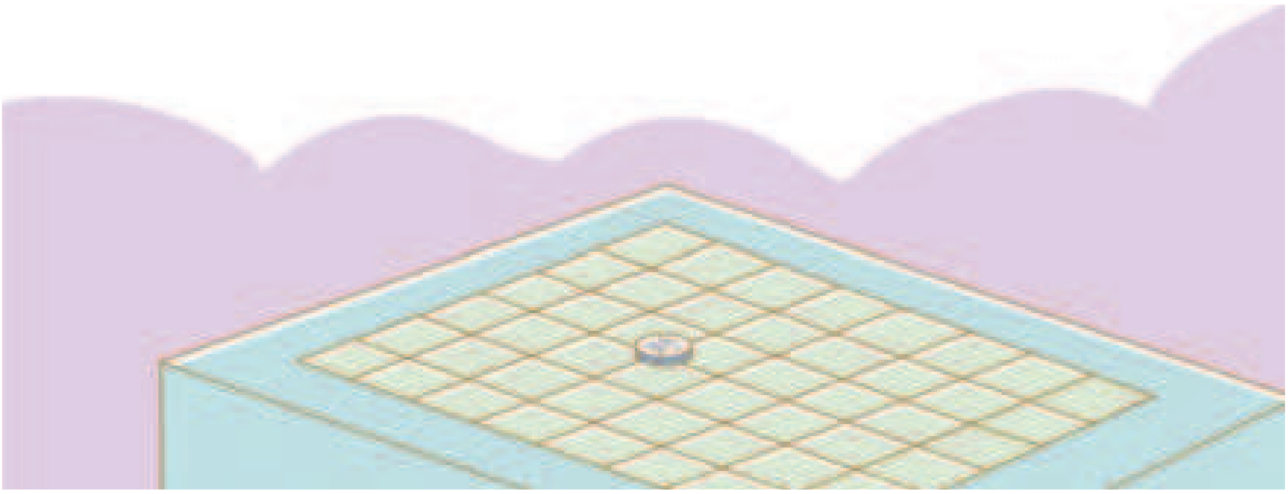
The rebel leader was Yin Zih Ji. But Jhang Syun did not know that, and he wanted to find out. So he came up with a strategy. He ordered all the soldiers to sharpen the end of the dried wheat stalks and use them as arrows to shoot at the rebels. When the rebel army saw that the defenders were using wheat stalks as arrows, they felt certain that Jhang Syun's archers must have ran out of arrows. So they all picked up the wheat stalks and ran to report this good news to Yin Zih Ji.





這時，張巡早就在一旁觀察敵情，並且命令神射手南霽雲，只要看到麥稈給誰，就向那個人射箭。南霽雲一箭射中了尹子奇的左眼，敵軍見主將受重傷，個個慌了手腳，敵軍只好停止進攻。

Unknown to the rebels , all their movements were being watched by Jhang Syun. He had ordered his best archer to shoot at whomever the rebels presented the wheat stalks to. As a result, an arrow hit Yin Zih Ji right in the left eye, leaving him badly wounded. The spectacle of their leader's injury created chaos among the rebels. As a result they stopped fighting.



三十六計之第十八計：擒賊擒王

Strategy 18: Defeat the Enemy by Capturing Their Chief

捉住敵軍的主將，可以達到瓦解敵軍主力的作用，因為主將是整個軍隊的指揮中心，失去中心的軍隊，必定像一盤散沙一樣，潰不成軍。

Capturing the general of the enemy can destroy the enemy's fighting capability. This is because the general is the one who commands and controls the whole army. An army without its general is as weak and amorphous as sand.

官渡之戰

The Guan Du Battle

漢獻帝建安四年時，對曹操威脅最大的，是據守在北方的袁紹。

隔年，兩軍正式交戰在陽武（今河南省陽武縣），曹操的兵力遠不如袁紹的十萬大軍，加上曹軍的軍糧所剩不多，士兵又累，曹操陷入苦戰，這時，袁紹的謀士許攸卻跑來投奔曹操。

曹操便詢問許攸如何對付袁紹，許攸建議用智取，不要正面攻擊，並且告知袁紹的軍糧都放在烏巢(河南省延津縣東南)，那裡

In the fourth year of Han emperor Sian's Jian An period, the biggest threat to Cao Cao was Yuan Shao who was entrenched in the north.

The next year, the two armies formally engaged in battle at Yang Wu. The strength of Cao Cao's forces numbered far less than Yuan Shao's army of one hundred thousand. Furthermore, Cao Cao's food supply was running low, and his soldiers were exhausted. It was a really bad situation for Cao Cao. However, at this time, Syu You, the advisor to Yuan Shao, unexpectedly chose to defect to the side of Cao Cao.

Cao Cao asked Syu You for ideas on how to fight Yuan Shao. Syu You suggested that instead of a frontal attack against Yuan Shao's larger force, it is better to use win by wit. He informed Cao Cao that the food supply for the Yuan army was stored at a placed called Wu Chao, and its defense was minimal. Syu Yousuggested a raid to burn down the barns where all the food was stored. A sudden cut in food supply





沒有很多兵力看守，建議突襲糧倉放火燒糧，讓十萬大軍斷糧，這樣就可以削減袁紹的軍力。

果然，當袁紹知道糧草失火消息，便派部分軍隊前往營救，結果還是搶救失敗。另外，主力軍攻向曹軍所在處官渡也戰敗，全軍士氣瓦解，士兵逃得逃，死得死，十萬大軍只剩兩萬左右，袁紹的政權就瓦解了。

for all one hundred thousand soldiers would surely reduce the strength of the Yuan army.
Indeed, when Yuan Shao heard the news of the fire, he sent some of his troops to rescue the food supply. Of course, their efforts were in vain. Apart from that, Yuan Shao's main force which headed for Guan Du, where the Cao army was encamped, was defeated as well. Without food, the morale of his troops soon collapsed. The soldiers either fled or were killed. As a result, Yuan Shao's army of one hundred thousand strong was reduced to a mere twenty thousand. As a consequence, Yuan Shao's regime collapsed.

三十六計之第十九計：釜底抽薪

Strategy 19: Removing the Firewood from under the Stove

原指要停止沸騰的水，直接抽走鍋底下的柴木，也就是解決問題要從根本上著手。此指不直接與敵軍正面衝突，改用其它辦法將敵軍的實力及氣勢削減。

The best way to stop the water from boiling is to remove the firewood from the stove. In other words, you've got to solve a problem by tackling its source. Here it means you don't have to defeat an enemy by defeating it on the battlefield. Instead, you can use other means to weaken the strength and the morale of the enemy.

混水摸魚

Roil the Water to Catch the Fish

有一次，晉武帝派二十萬大軍兵分六路攻打東吳，其中鎮南大將軍杜預，到長江中游樂鄉城時，便派屬下周旨帶著兩百名士兵，趁著天黑渡過長江，渡江後所有士兵都換上吳軍服裝，並埋伏在樂鄉城外。

第二天，樂鄉城的守將孫歆帶兵出城，在長江上游和晉軍大戰，吳軍戰敗，軍隊全往樂鄉城方向逃。這時，前一天埋伏的晉軍，就趁機混進吳軍裡一起進城，進城後依照計畫在城裡四處放火。當城裡一片混亂時，

Jin Wu Di once sent an army of two hundred thousand soldiers to attack Wu. The Jin army was led by the great general Du Yu. When the Jin army arrived at the city of Yue Siang which was right next to the Yangtze River, his captain Jhou Jhih crossed the river at night with two hundred raiders. Then they all changed into Wu army's uniform, hid themselves outside the city of Yue Siang, and waited in ambush. The next day, Sun Sin, the general in charge of defending Yue Siang, took his army outside the city walls to fight the Jin army. The Wu army lost the battle, and as the troops fled back to the city of Yue Siang, the two hundred Jin raiders mingled in with the Wu army and entered the city walls during the chaos. Afterwards, they set fires all over the city as planned. And when everything was in chaos, Jhou Jhih and



周旨帶著軍隊衝入吳軍的指揮中心，將孫歆活捉起來，樂鄉城就被晉軍占領。

　　之後吳軍在各地和晉軍交戰全都戰敗，前後不到五個月，吳國便投降。



his raiders rushed into the headquarter of the Wu army and caught Sun Sin alive. This was how the city of Yue Siang fell to the Jin army.

The rest of the Wu army was defeated in subsequent battles. In less than five months Wu surrendered to Jin.

三十六計之第二十計：混水摸魚

Strategy 20: Catch a Fish While the Water is Disturbed

　　原指把水弄混濁，讓水中的魚看不清楚，便可趁機抓魚。

　　這裡是指製造混亂的局面，讓敵軍搞不清楚真假及方向，我軍就可以趁機獲利。

Originally it means to roil the water sediments in order to cloud the vision of the fish and catch the fish.

Here it means to create confusion so that the enemy does not know what is real and what is not, nor where we are feinting and where we are attacking. This way, a confused enemy is more vulnerable to our attack.

軍營無人，鼓聲隆隆

Empty Camp, Beating Drums

<u>南宋寧宗開禧二年</u>（<u>西元1206年</u>）<u>宋朝</u>派兵攻打<u>金</u>人，接連吃了好幾場敗仗，<u>宋朝</u>將士<u>畢再遇</u>決定撤軍，不過要如何全身而退可把他考倒了。

後來<u>畢再遇</u>想到一個辦法，他下令三件事，第一、軍旗不可以拔起來，第二、帳篷不能拆掉，第三、打鼓聲不能停止。等到沒有月亮的夜裡，<u>畢再遇</u>就下令全軍撤退，到了第二天天亮時，<u>金</u>兵看<u>宋</u>營裡，軍旗飄揚著，鼓聲也沒有停過，以為一切正常，這樣

In 1206 AD during the Song Dynasty, the emperor sent an army to attack Jin but was defeated several time. Bi Zai Yu, the general of the Song army, decided to retreat. But the question of how to retreat safely troubled him greatly.

Bi Zai Yu later came up with a solution. He gave three orders: First, the flags were not to be pulled out. Second, the army tents were not to be taken down. Third, the battle drums must not stop beating. This done, Bi Zai Yu ordered his army to retreat under the cover of night. At the crack of dawn, the Jin army saw nothing unusual on the Song side: The flags were flying, and the sound of battle drums continued. It was not until a few days later that they started to become suspicious because there was no sign of



的情形過了兩三天後，金兵開始覺得有些奇怪，因為沒有看到有任何士兵走動，於是就派人前往偵察，這才發現宋營早就空無一人。

可是為什麼鼓聲還響個不停，金兵走到營區後面一看，原來，畢再遇派士兵抓了數十隻羊，把牠們後腿倒吊綁在樹上，前腿剛好放在鼓上面，由於倒掛很不舒服，羊掙脫時自然會用前腿用力蹬著，鼓就被敲得咚咚作響。



movement within the Song camp. So they sent a scout to see what was going on, only to find that the Song camp had long been deserted.

But if the camp were deserted, how could the battle drums still beat? The Jin soldiers walked to the back of the camp and discovered the answer. Bi Zai Yu had ordered his soldiers to catch several goats and tie up their hind legs up on a tree with a rope. The front legs of the goats were left dangling just low enough to beat on the drums. Due to the discomfort of hanging upside down, the goats struggled with their front legs to try to free themselves. This was why the drums were kept beating.

三十六計之第二十一計：金蟬脫殼

Strategy 21: Shed Off the Shell Like a Golden Cicada

原指寒蟬在蛻變時，會脫殼飛走並且將殼留在原地。後引申為運用計謀，轉移敵人的注意，再趁機脫逃的意思。

When the golden cicada periodically sheds off its skin, it would fly off but leave its outer shell intact. Here, it means to divert the enemy’s attention in order to escape intact.

請君入甕

Invite You into the Water Jar

唐朝武則天當政時，她很寵愛來俊臣和周興這兩位大臣，他們倆設計各種慘無人道的刑具來逼供，常常有無辜的臣子和百姓被嚴刑逼得受不了，只好屈打成招。

有一天，武后接獲密報，指出周興私下想造反，武后便派來俊臣去逮捕周興，並查出所有同謀的人。來俊臣覺得十分困難，不是因為兩人是好朋友，而是周興對於刑罰太了解，要他老實招供不容易。

來俊臣就找周興吃飯，故意用請教的口氣問：「最近罪犯是越來越狡猾，各種刑具都用了，還是不肯招，不知道您有沒有什麼好辦法？」周興得意地說：「我最近又想到

During the reign of Empress Wu Ze Tian in the Tang Dynasty, there were two ministers by the name of Lai Jun Chen and Jhou Sing who were favored by the Empress. They devised various torture instruments. From time to time innocent officials and civilians would be tortured using these instruments until they succumbed to the pain and made false confessions.

One day, the Empress received tips that Jhou Sing was plotting a revolt. The Empress thus assigned Lai Jun Chen to arrest Jhou Sing and to find out all the conspirators. Lai Jun Chen thought it was a difficult task, not because they were good friends, but because Jhou Sing was also an expert at torture techniques. It would not be easy to make him confess.

Lai Jun Chen then invited Jhou Sing to dinner and deliberately asked him for advice, "Lately the criminals has become more and more cunning. They refuse to confess despite using all kinds of torture on them. Do you have any good ideas?" Jhou Sing said elatedly, "I have a new idea which would definitely make



一個讓犯人非招不可的好辦法，只要用一個大甕，裡面裝滿水，再將犯人放進甕裡用炭火燒，保證他馬上招。」



來俊臣聽完後，露出奸詐的笑容，拍桌子大叫：「太妙了！真是絕招。」接著就叫屬下搬來一個大甕，並裝滿水，接著燒起熊熊烈火，才一下子，就冒出好多蒸氣。

這時，來俊臣立刻翻臉指著周興說：「大膽反賊！你想圖謀造反，皇上已經知道了，下旨要我嚴辦，還不從實招來，不然我可是要『請君入甕』喔！」

any suspect confess. It only requires a large water jar full of water. You put the suspect into the jar full of water and bring the whole thing to a boil. Any suspect would confess right away, I assure you."

After he finished, Lai Jun Chen smacked the table and smiled slyly, "Brilliant! What a marvelous idea!" He then ordered his men to carry a big water jar into the room. They filled it with water and brought it to a boil. Before long it was steaming.

At this point, Lai Jun Chen suddenly turned on Jhou Sing and accused him, "How dare you plot against the Empress! She has known your plot all along and has ordered me to investigate you. Confess now! Or else I will be forced to invite you into the water jar!"

三十六計之第二十二計：關門捉賊

Strategy 22: Shut the Door to Catch the Thief

簡單說就是把門關起來，把小賊捉起來，也就是說對於軍力較小的敵人，我們只要把他們困住，便可以一舉消滅敵人，這是最好的方法。

Shut the door to catch the thief. In other words, the best way to deal with a smaller enemy is to trap him and destroy him.

36計 第23計

范雎的遠交近攻

"Befriend a Distant State and Conquer the Ones Nearby" by Fan Ju

戰國末期演變成七雄爭霸，秦國經過商鞅變法後，國力愈來愈強，秦昭王開始計畫吞併其他六國，想要獨霸中原。

公元前270年，秦昭王下令出兵攻打齊國，宰相范雎便向秦昭王獻上「遠交近攻」的策略，阻止攻打齊國。

范雎說：「齊國是六國中最強大的，離秦國又很遠，要是先攻打齊國，我國軍隊就要經過韓、魏兩國領土。軍隊少，很難獲勝；軍隊多，就算打贏了也沒辦法占有齊國的土地。不如我們先攻打鄰近的韓、魏兩國，

Near the end of the Warring States Period, the political situation had developed into a struggle for supremacy among the seven strongest countries. After the reforms instituted by Shang Yang, Cin grew stronger by the day. So king Cin Jhao started plans to conquer the remaining six countries to create the first unified empire in China.

In 270 BC, king Cin Jhao wanted to conquer Ci, but his prime minister Fan Ju advised against this. Instead, he presented king Cin Jhao with a scheme to befriend a distance state and attack the ones nearby.

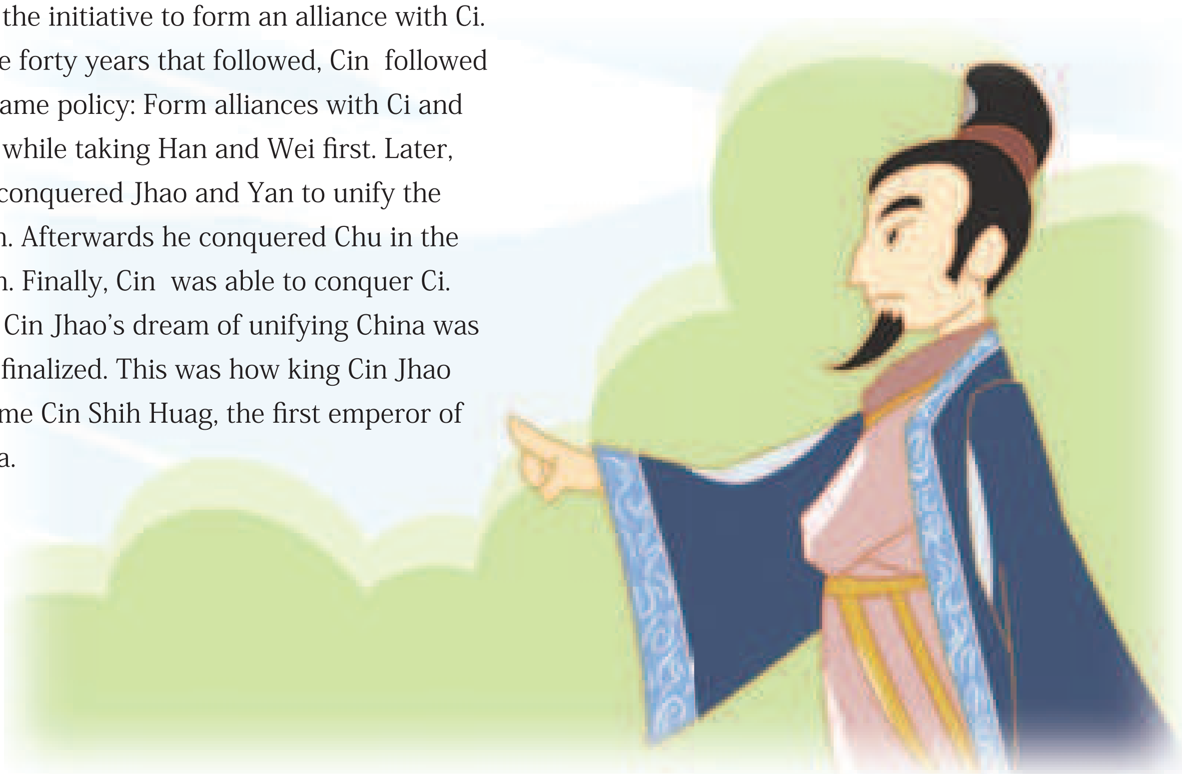
Fan Ju said, "Among the six countries, Ci is the strongest and the farthest away from Cin . If we attack Ci now, our troops must first go through the territories of Han and Wei. With too few troops, it is difficult to conquer Ci. But with enough troops, it would still be impossible to occupy Ci even if we won. We would be in a no-win situation. Therefore, why not attack the neighboring Han and Wei first and then advance towards Ci step by step?" In addition, in order to prevent Ci from allying with Han and Wei, king Cin Jhao



再逐步推向齊國。」又為了防止齊國與韓、魏結盟，秦昭王就派使者主動與齊國結盟。

接下來的四十多年，秦始皇便延續「遠交近攻」的政策，遠交齊、楚，首先攻下韓、魏，後來又從兩側出兵，攻破趙、燕，統一北方；接著攻下楚國，平定南方；最後才把齊國也收拾了，征戰多年，終於實現統一中國的願望。

took the initiative to form an alliance with Ci. In the forty years that followed, Cin followed the same policy: Form alliances with Ci and Chu, while taking Han and Wei first. Later, Cin conquered Jhao and Yan to unify the north. Afterwards he conquered Chu in the south. Finally, Cin was able to conquer Ci. King Cin Jhao's dream of unifying China was thus finalized. This was how king Cin Jhao became Cin Shih Huag, the first emperor of China.



三十六計之第二十三計：遠交近攻

Strategy 23: Befriend a Distant State and Conquer the Ones Nearby

當地形受到限制時，可以先從近的目標下手，再逐步向遠的地方擴張領域。

When constrained by terrain, you should start with the closest objective and gradually extend your forces further.

假途伐虢

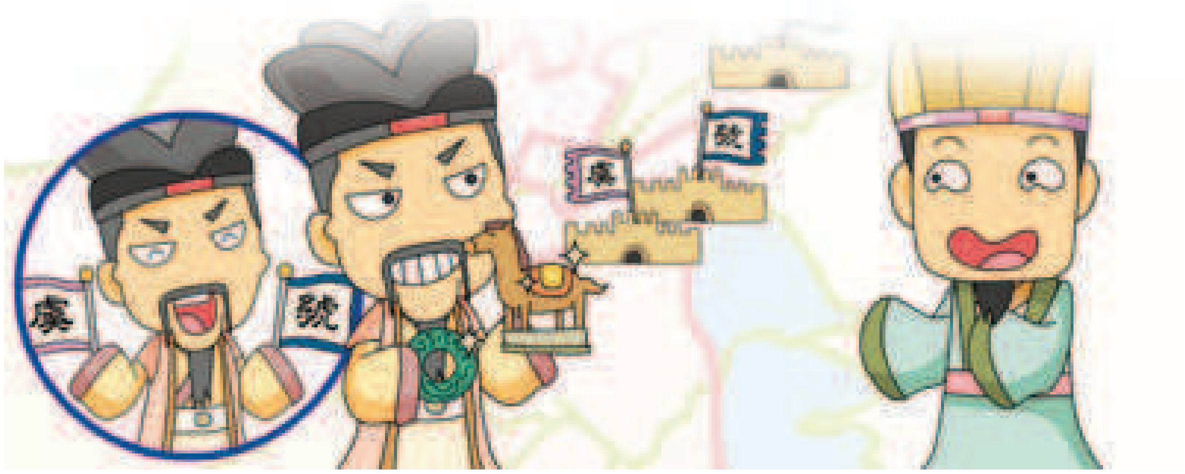
Obtain Safe Passage to Conquer Guo

春秋時，虞、虢兩國緊鄰著晉國，晉國一直想併吞他們。

晉獻公就利用名馬和寶玉來收買虞公，讓他答應借路，方便晉國攻打虢國，甚至虞公還派兵幫晉軍帶路，晉國因此順利攻下虢國的下陽。

三年後，晉國又再度向虞國借路去攻打虢國，這時虢國大夫宮之奇便勸諫虞公說：「輔車相依，唇亡齒寒。」並說明虞和虢兩國之間的利害關係，希望虞公不要再借路，

In the Spring and Autumn Period, the small states of Yu and Guo were bordering the larger state of Jin. Jin always wanted to conquer these two neighboring states.
To this end, Jin Sian Gong used fine horses and jewelry to bribe the duke of Yu in exchange for safe passage for his army to pass through his country to attack Guo. The duke of Yu accepted his offer and even sent troops to lead the way. The Jin army was able to conquered the city of Sia Yang smoothly.
Three years later, Jin made the same request to the duke of Yu again. One of the senior officials of Guo, Gong Jhih Ji, cautioned the duke of Yu against accepting Jin's request by saying, "Yu is to Guo, as lips are to teeth. If the lips are gone, the teeth will be exposed to the cold." He explained the mutually dependent relationship between Yu and Guo, hoping that the duke of Yu would refuse Jin's request for safe passage. Instead, both Yu and Guo should unit together to fight Jin. Despite Gong Jhih Ji's warning and advice, the duke of Yu chose to ignored him and agreed to Jin's request for safe passage. Gong Jhih Ji thus predicted



而應該兩國聯合起來對抗晉國。　虞公不聽，還是借路給晉國，　這時，　宮之奇便預言：　「虞和虢會同歸於盡，　等不到過年就會滅亡。」說完便帶著家人逃到別國。

　　果然，　過年前一個月，　晉國滅了虢國，虢公逃到洛陽。　晉軍回程時，　趁虞國沒有防備心，　發動突襲，　輕易地把虞國也消滅了。

that both Yu and Guo will would be destroyed together before the end of the year." That said, he took his family and fled to another country.

Indeed. a month before the end of the year, Guo was conquered by Jin. And on their way back through Yu, the Jin army launched a surprise attack on the unsuspecting Yu. As a result, Yu, too, was easily conquered by Jin.



三十六計之第二十四計：假途伐虢

Strategy 24: Obtain Safe Passage to Conquer Guo

　　指用對方給自己的方便，　來掩飾自己的企圖，　趁機再擴大自己的勢力範圍，　達到真正想要的目的。

　　Using the convenience given by your enemy to cover up your real intentions and to increase your power in order to achieve your ultimate goal.

偷天換日

Replace the Heaven with the Sun

明世宗是一位非常迷信的皇帝，其中有位叫藍道行的算命仙，是最受他寵愛的道士，這是因為他曾經通過世宗的一項考驗。

有一次，世宗為了測試藍道行的功力，就派一位太監送密函給藍道行，送到時就將信燒掉，並叫太監對他說：「密件中寫著皇上要問你的問題，你法術高強，請把答案告訴我，好讓我回去稟告皇上。」藍道行一聽急了，心想：「沒看，怎麼會知道信裡寫什麼？這一次要被砍頭了。」突然靈機一動，藍道行就跟著太監去見世宗。

藍道行對世宗說：「屬下懂得招神的法術，不過您今天派來的太監不夠虔誠，神明

Ming Shih Zong was a very superstitious emperor. He had a favorite fortune teller by the name of Lan Dao Sing, who once passed a test set by the emperor and thus won his trust.

Once, in order to test Lan Dao Sing, the emperor sent a eunuch to deliver a confidential letter to him. Upon arrival, the eunuch burned the letter before it was opened and told Lan Dao Sing, “The letter contained the questions that the emperor wanted to ask you. You are the expert in magic. Please tell me the answers to the questions so that I can report back to the emperor.” Hearing this, Lan Dao Sing started to panic. He thought, “How could I know what was written in the letter without reading it first? The emperor is going to have my head for this.” But suddenly he came up with an idea to save the day. So he followed the eunuch to see the emperor.





不肯現身回答問題，小的自然答不出來，大膽請皇上再派一位虔誠的太監送信來。」由於世宗太迷信，就派另一個太監送信，藍道行早有準備，在燒信前，趁太監不注意時，將真信與預藏的假信對調，燒掉的是假信，信裡的內容就被藍道行知道了。世宗不知情，聽到太監帶回來的正確解答，從此對藍道行的法術更加的相信。

Lan Dao Sing said to Ming Shih Zong, "I know how to call upon the supernatural powers. But the eunuch whom Your Majesty sent today was not devoted enough, so the gods refused to show me the answers. May I request Your Majesty to send your letter again using another eunuch who is more devoted as a messenger?" Because the emperor was so superstitious, he agreed to send another one. This time, Lan Dao Sing was well prepared. Before the letter was burned, Lan Dao Sing had switched the real letter with a fake one when the eunuch was distracted. Thus, Lan Dao Sing learned the content of the letter through guile and gave the emperor the correct answers. Ming Shih Zong was not aware of his trick. And so he came to have even more faith in Lan Dao Sing's magic.

三十六計之第二十五計：偷梁換柱

Strategy 25: Replace the Beams with Pillars

就是在神不知鬼不覺當中，將東西換過來，欺騙對方，來取得勝利，也就是調包的意思。

While your opponent is unaware, steal the real thing by swapping it with a fake one, thereby achieving your goal through deceit.

36計 第26計

太監阿丑演戲

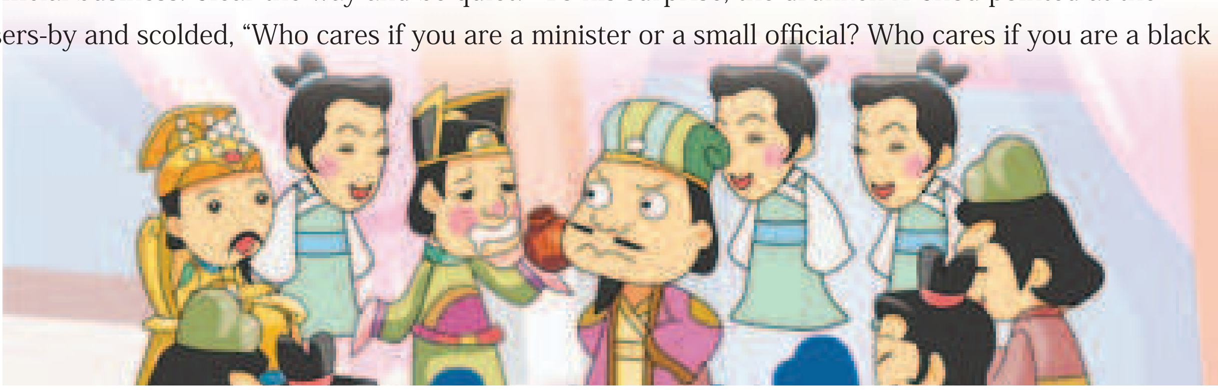
The Eunuch A-Chou Stages a Show

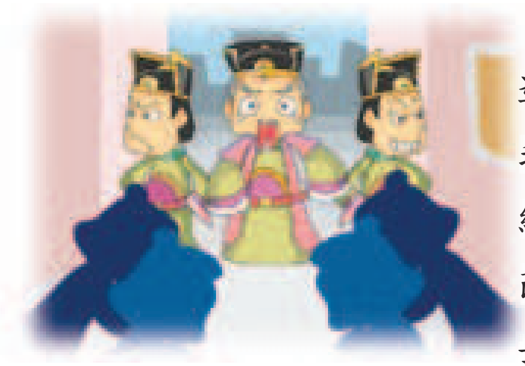
明憲宗昏庸無道，太監汪直最受寵，汪直和他的兩名手下王越及陳鉞，無惡不作到處欺侮官員和百姓，官員怕得罪汪公公，也不敢對憲宗說出真相。

當時，有一位擅長演戲的太監，叫做阿丑，因為多才多藝又幽默，很得憲宗喜愛。有一次，憲宗叫阿丑一班人演戲，阿丑演了一齣「醉酒」的戲碼。阿丑一出場便東倒西歪，演一位喝醉酒的人，胡言亂語，四處罵人，用詞詼諧，看戲的人都笑個不停。接著，路人上場，大叫：「大官出巡，閒雜人肅靜迴避！」沒想到，醉漢阿丑東比西指說：「什麼大官小官，黑狗白狗，你走你的陽關

Ming Sian Zong was an incompetent emperor. The eunuch Wang Jhih was his favorite. Together with two of his men, Wang Yue and Chen Rong, they were a gang that did nothing but evil all over the country. The officials were too afraid to offend Wang Jhih, so no one dared reveal the truth to the emperor.

At that time, there was an eunuch by the name of A-Chou who was multi-talented and witty. The emperor liked him very much. Once Ming Sian Zong ordered A-Chou and his troupe to perform for him. A-Chou staged a show called “Drunk”. When the show began, A-Chou appeared on the stage staggering as a drunkard. He was talking nonsense and the lines were so witty that the audience could not stop laughing. Then the role of the passers-by came onto the stage. The passers-by announced, “The minister is coming on official business. Clear the way and be quiet!” To his surprise, the drunken A-Chou pointed at the passers-by and scolded, “Who cares if you are a minister or a small official? Who cares if you are a black





道，我走我的獨木橋，大爺我先在這裡喝酒，你才應該繞道走才是！」路人急了，改口說：「皇上駕到…」阿丑笑：「皇上還在睡夢中，迷迷糊糊，比我還醉呢？」路人心想：「連皇上都不怕，我還有一樣法寶，不信你不怕！」接著大叫：「汪公公駕到。」就看到阿丑一副被嚇得屁滾尿流般，馬上趴在地上直發抖說：「小的該死！小的該死！」

憲宗看到這裡，雖然很不高興，可是心裡完全明白了。

dog or a white dog? You go your way, and I go my way. In fact, I was here first! So it is you who should walk around me." The passers-by then announced, "The emperor is here!" But A-Chou burst out laughing, "The emperor is still dreaming! His mind is so clouded that he is even more drunk than I am…" The passers-by thought, "Hmm… Not even the emperor could scare him. Well, I have one last way to scare some senses into him." So he made one last announcement, "Wang Jhih is arriving!" A-Chou immediately knelt on all fours, trembling and pleading, "Pardon me! Pardon me!"

Watching this, Ming Sian Zong got the message even though he was quite displeased by the performance.



三十六計之第二十六計：指桑罵槐

Strategy 26: Point at the Mulberry Tree to Curse the Locust Tree

不從正面直接施加壓力或警告、責罵對方，而是用拐彎抹角的影射方式，產生嚇阻、威脅作用，來達到目的。

Avoid directly confront, warn or discipline another. Instead use analogies and innuendos without naming names, thereby achieving the goal of dissuading or threatening another.

司馬懿裝病奪權

Sih Ma Yi Feigns Illness to Seize Power

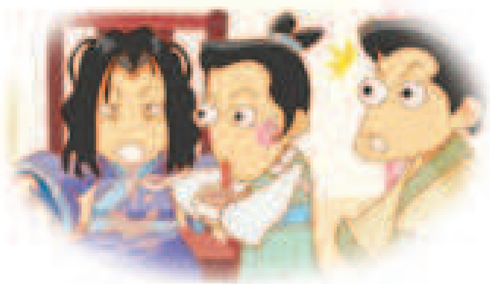
三國時，魏明帝死前任命曹爽為輔佐大臣，幫年僅八歲的太子管理朝政，曹爽為了獨攬大權，就建議廢帝以及立司馬懿為大傅，希望藉由升官，將司馬懿的大權搶過來，司馬懿知道實力不如曹爽，便裝病請假回家休養。

曹爽不放心便派李勝到司馬懿家中看看是不是真的生病。李勝看到婢女扶著兩眼無神、走路不穩的司馬懿到大廳見客，李勝對司馬懿說：「我要到荊州當刺史，今天是來向您辭行的。」司馬懿有氣無力的說：「并州離胡人很近，你要小心安全喔！」李勝回答：「是去荊州，不是并州。」司馬懿又說

During the Three States Period, before Emperor Wei Ming died, he appointed Cao Shuan as the regent to assist his eight-year old crown prince govern the country. But Cao Shuan had more ambitious plans. After Wei Ming died, Cao Shuan tried to seize power for himself, by suggesting that the child emperor be dethroned and that Sih Ma Yi be appointed prime minister. Cao Shuan hoped that by promoting Sih Ma Yi from a general to a prime minister, Sih Ma Yi would have to cede military command of the army. This way, Cao Shuan could then appoint his own man as general and seize control of the military. Sih Ma Yi knew that he was too weak to confront Cao Shuan at the moment, so he pretended to be ill and took a sick leave in order to thwart Cao Shuan's scheme.

When Cao Shuan heard the news that Sih Ma Yi was sick, he was not convinced that Sih Ma Yi was really sick. So he sent Li Sheng to visit Sih Ma Yi in order to verify the story. When Li Sheng visited Sih Ma Yi, he saw that Sih Ma Yi was a haggard man who needed a maid to steady him as he walked out to receive Li Sheng in the living room. Li Sheng told Sih Ma Yi, "I was appointed an official in Jing province. I am on my





：「什麼！原來你已經去過并州了！」李勝心想他真的病得不輕，這時，又看到婢女端著藥出來，司馬懿喝藥流得嘴角和衣服都濕了，完全看不出以往威風八面的英姿。

李勝回去報告曹爽自己看到的景象，並說：「我看他大概活不了多久了，不用擔心。」曹爽大笑三聲，從此再也不管司馬懿。

第二年春天，司馬懿趁著曹爽等人去京城祭祖時，便發動政變，揭發曹爽兄弟的惡行，更以陰謀叛變的罪名，將曹爽兄弟等人全部處死，魏國政權又再度回到司馬懿的手中。

way there to serve my term. Today I came to pay my respects by saying farewell to you." Sih Ma Yi said with a faint voice, "Bing province is very close to the border with barbarians. You must be very careful." To this Li Sheng replied, "I said Jing province, not Bing province." Sih Ma Yi then said, "Oh, so you have been to Bing province too…" Li Sheng thought that Sih Ma Yi was seriously ill. At this time the maid took the medicine tray into the living room to feed Sih Ma Yi his medicine. Sih Ma Yi slobbered medicine all over his mouth and his clothes while taking the medicine. There was none his past glory and grace.

Upon returning, Li Sheng reported to Cao Shuan what he saw during the visit. He said, "I think Sih Ma Yi is finished. I believe his days are numbered. There is no need to worry." Cao Shuan laughed out loud and paid no attention to Sih Ma Yi from that day on.

The next spring, while Cao Shuan left the capital for ancestor worship, Sih Ma Yi launched a coup d'etat and disclosed the crimes by Cao Shuan and his gangs. He also accused them of treason and executed all of them. This was how Sih Ma Yi won back the political power of Wei.

三十六計之第二十七計：假痴不癲

Strategy 27: Feign Madness, but Keep Your Balance

外表上好像裝瘋賣傻，什麼事也不做，其實一方面是怕對方起疑心，一方面在暗中等待有利時機，再一鼓作氣出擊。

Avoid directly confront, warn or discipline another. Instead use analogies and innuendos without naming names, thereby achieving the goal of dissuading or threatening another.

楊津捉強盜

Yang Jin Caught the Bandits

南北朝時岐州刺史楊津，有一次，碰到一件強盜案子，一位路過岐州的商人，所有貴重的財物都被洗劫一空，趕緊到官府報案。楊津根據商人的描述，知道強盜的口音不是本地人，所以就進一步問清楚強盜做案時所穿的衣服樣式、顏色和外表特徵等等細節。接著把屬下全部叫來，要他們到街上散布消息，讓大家知道有個人在城門外被人殺死，因為查不出來他的身分，只好公布衣著及特徵，希望他的親戚或家人可以出面指認。

During the Southern and Northern Dynasties, there was a local judge in Ci province by the name of Yang Jin. Once a businessman who traveled through Ci province was robbed of all his belongings. He immediately reported the robbery to the judge. According to the businessman, the robber did not have a local accent. Yang Jin asked about the details of the robber's dress and his looks. Then he assembled his subordinates and ordered them to broadcast the news that someone was murdered outside the city gate, and they were trying to identify the deceased. By releasing the description of the dress would come forward to identify the corpse.





消息傳得很快，過了三、四個鐘頭後，果然，有一位哭哭啼啼的老婦人到官府來認屍，楊津又問了她一些更詳細的問題，確認犯人應該是她的兒子沒錯。於是就派人到老婦人家的四周埋伏，黃昏時，婦人的兒子一進門便被官兵抓住，並當場在他的身上搜到商人被搶走的財物，人贓俱獲，想賴都賴不掉，犯人只好乖乖認罪。

The news spread quickly. Three or four hours later, a wailing old woman came to the Court to identify the corpse. After asking her a few detailed questions, Yang Jin was certain that the suspect was her son. So he sent his men lurking outside her house. In the evening, as soon as the suspect entered the front door, he was captured by the police. They searched him and found all the missing belongs of the businessman. The loot that was on him made him unable to deny his crime, so he confessed on the spot.

三十六計之第二十八計：上屋抽梯

Strategy 28: Remove the Ladder When the Enemy Has Ascended to the Roof

故意露出馬腳，使對方以為有機會成功，等到敵人走進事先布局的陷阱裡，再一鼓作氣阻斷敵人的退路，進退兩難，只有乖乖就範。

Deceive the enemy into believing that he has a chance to win by deliberately revealing our weakness. Once the enemy was lured into the setup, block his escape route making him sit on the horn of a dilemma. The enemy therefore has no choice but to surrender.

翠花用鞋嚇賊

Cuei Hua Scares Away the Thief With Shoes

張家灣有個獵人叫張誠，有一天傍晚，張誠的妻子翠花看到有個人在門外探頭探腦，就跑去關門，沒想到被他衝進家裡，並在客廳的椅子上坐下，接著對她說：「大嫂，天快黑了，讓我住一晚，明天一早我就走。」翠花心想：「丈夫不會馬上回來，我也打不過他，怎麼辦？」這時，她從布簾縫隙瞄到床底下丈夫的一堆鞋子，靈機一動。

翠花邊倒茶邊說：「出外靠朋友！先喝口茶，我去準備洗腳水。」接著翠花就到床下拿出六雙鞋子放在客廳，再搬來一大盆水，山賊就說：「大嫂，一雙鞋子就夠了，再

There once was a hunter who lived near the bay. One evening, his wife Cuei Hua saw a suspicious man outside their home. She rushed to shut the door but the thief was quicker than she was. He got in already and sat himself on a chair in the living room. The thief said to her, “Lady, it is getting dark soon. Let me stay for the night, and I shall leave early tomorrow.” Cuei Hua thought, “My husband won’t be home anytime soon, and I am not capable of fighting off this man. What should I do?” Through the curtains, she caught a glimpse of a couple of her husband’s shoes underneath the bed. So she had an idea.

Cuei Hua poured tea for the thief and said, “Friends are important to a traveler. Have a cup of tea first, and I’ll bring you some water to wash your feet with.” Then Cuei Hua went inside and brought out six pairs of shoes with her into the living room, followed by a large basin full of water.





說我也用不著這麼多水！」翠花回答：「一雙是給你換的，其他是我老公和親戚待會兒回來要換的。」山賊東張西望地說：「我怎麼沒看到他們？」翠花說：「他們在屋後山腳下幹活，應該快回來了，你先坐一下，我到廚房做飯，等他們回來就可以吃飯。」山賊知道事情不妙，就趁翠花在廚房忙時，趕緊溜走。

The thief said, “One pair of shoes should be enough for me. Besides, I don’t need so much water to wash my feet.” Cuei Hua replied, “One is for you, and the others are for my husband and his relatives who should be back soon.” The thief looked around and said, “I don’t see them around here…” Cuei Hua replied, “That’s because they are working near the foot of the mountain behind this house. But they’ll be back soon. Make yourself at home. In the meantime, I’ll make dinner in the kitchen so we can all have dinner when they return.” The thief realized that things would not be as easy as he had imagined. So he slipped away while Cuei Hua was busy cooking in the kitchen.

三十六計之第二十九計：樹上開花

Strategy 29: Deck the Tree with Fake Blossoms

本指樹上花朵靠著樹枝交錯伸展的姿態，能更突顯整體的陣容浩大，並使人感到眼花撩亂。此指當自己的力量不夠時，可藉由外來或假象的力量，來壯大自己的聲勢，達到嚇阻或擊退敵人的最終目的。

Originally, it refers to the visual effect that all the dotted blossoms on a tree create - the illusion of a tree that is larger than it really is. Here it means to take advantage of terrain, weather, or other external conditions to create the visual illusion of a bigger force than you actually have. By deceiving the enemy into thinking that you are stronger than you really are, you can achieve the goal of scaring him away.

黑吃黑

Stealing from the Robbers

有一個小偷跟著兩個強盜去某戶人家偷東西，強盜們在屋頂先用繩子將小偷放下去，要小偷負責偷值錢的財物，並把財物綁在繩子上讓強盜拉上去，就這樣拉了三次，算一算已經偷了不少的東西。

最後一次，小偷就把珠寶和自己一起裝進一個木箱裡，強盜們在拉的時候，覺得這一次最重，一定是大豐收，這時兩人起了壞念頭，決定拉上木箱後就離開，不把小偷拉上來。

誰知道，小偷已經在木箱裡，強盜們一

Once a thief worked with two robbers to steal from a house at night. From the rooftop, the robbers lowered the thief down into the house with a rope. The thief was to collect all the valuables and tied the loots to a rope so that the robbers could haul them up. They did this three times, and the robbers calculated that they had collected enough valuables.

On the last haul, the thief hid himself inside a wooden box, along with some jewelries. The robbers found the box to be very heavy when they hauled it up. They thought that it must be something very valuable this time. So they got greedy and decided to take off with the box, leaving the thief behind. What they did not know was that the thief was already hidden inside the box.





看到木箱好大，高興得不得了，抬著木箱就走。走了一段路，由於木箱子實在太重了，兩個人便在路旁休息，小偷算算時間應該天亮了，剛好又聽到一群路人講話的聲音，心想：「這兩個強盜實在太可惡了，竟然丟下我不管。」於是，拉開嗓門大叫：「救命啊！強盜擄人劫財呀！」強盜們沒想到從木箱裡傳出救命聲，嚇得拔腿就跑，路人們把木箱打開，小偷編出一套被綁架的故事後，大搖大擺的把偷來的珠寶全部帶走了。

After walking a distance, they took a break on the roadside because the box was too heavy. The thief thought that it should be morning by now. Once he heard the voices of a group of passers-by. He thought to himself, "These two guys are really despicable. They abandoned me just like that!" So he shouted out loud, "Help! Help! Robbers!" The robbers did not expect to hear any sound coming out of the box. They were scared so they ran away. The passers-by opened the box. The thief came out and made up a story about how he was robbed and kidnapped by the two robbers. In the end, he walked away with all the loot.

三十六計之第三十計：反客為主

Strategy 30: Exchange the Role of the Guest for the Host

本指主人與客人的角色地位互換，因為主人是主動，客人為被動，也就是化被動為主動的意思。

During a visit, the host usually initiates while the guest responds. So exchanging the role of the guest for the role of the host means to take the initiative of making something happen instead of waiting passively.

李光弼的美馬計

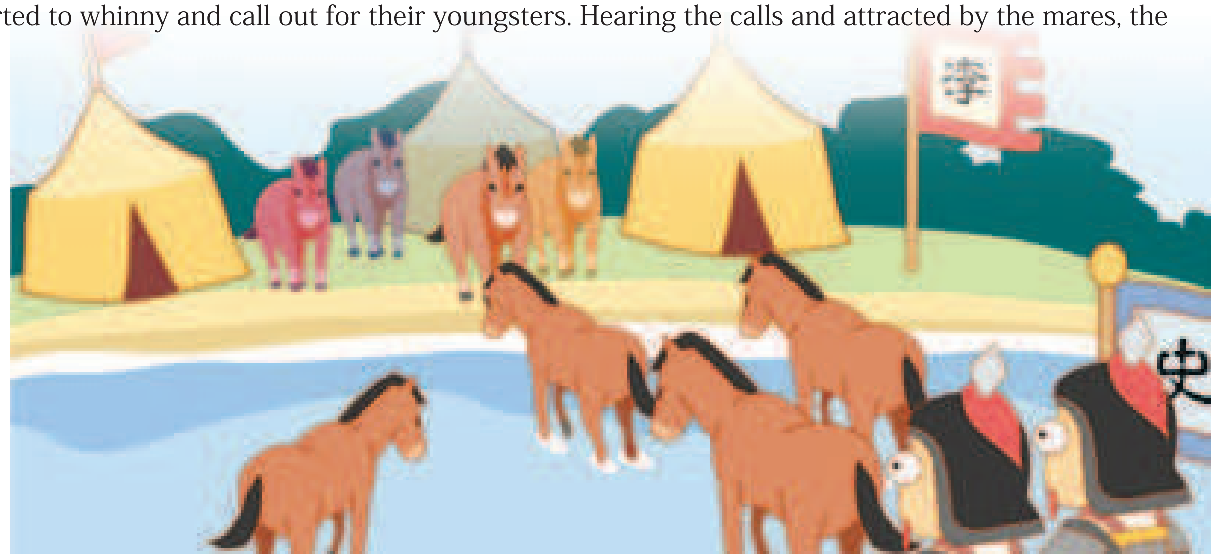
The Pretty Mares Trap

唐玄宗時的「安史之亂」，李光弼與叛將史思明在河陽隔著河對峙不下，史軍有一千多匹好馬，軍隊實力強過李軍。

這一群馬每天都會到河邊洗澡，李光弼看著看著，突然想到一條妙計。他叫屬下把軍中所有母馬都集中起來，算算有五百匹母馬，接著又將小馬關到城裡面，等到史軍的馬在河邊洗澡時，把所有母馬趕出來，因為母馬想念小馬，便開始嘶叫起來，馬群中的公馬們一聽到母馬叫，異性相吸的緣故，自

During the An Shih Rebellion of the Tang Dynasty, the government army was led by the general Li Guang Bi, and the rebel army was led by the general Shih Sih Ming. The two armies stalemated on opposite sides of He Yang River. The rebel army had more than one thousand fine horses and was in better condition than the government army.

The rebel army's horses came to the riverbank to bath everyday. Watching them by the river gave Li Guang Bi a brilliant idea. He ordered his men to assemble all the mares in their camp. There were about five hundred mares. Then he ordered all the ponies to be taken away and locked inside the city gates. That day, when the horses from the rebel army arrived at the river again for their daily bath, Li Guang Bi released all his mares to his side of the riverbank. Because the ponies had all been taken away, the mares started to whinny and call out for their youngsters. Hearing the calls and attracted by the mares, the





然會往母馬的方向跑，原本馬群中的母馬也跟過來。

就這樣，史思明軍中的馬都跟著李光弼的母馬，全數游過了河跑到城裡，千匹好馬自然全都被李光弼接收，佔為己有。史思明的軍力頓時被削減一大半，這就是有名的「美馬計」。

calls and attracted by the mares, the stallions from the rebel army waded across the river. And the mares soon followed across too.

In an instant, all one thousand rebel horses became government property. The strength of the rebel army was decimated as a result. This is the famous historical story of the “Pretty Mares Trap”



三十六計之第三十一計：美人計

Strategy 31: The Beauty Trap

利用人類的天性—貪圖美色，來吸引對方後，再進一步消磨掉他的鬥志，因為再英勇善戰的將官，大多過不了「美人」這一關。

Using beauty and sex as a weapon to distract the enemy and drain him of his fighting spirit. Even the bravest warrior is likely to be entrapped by beauty.

諸葛亮的空城計

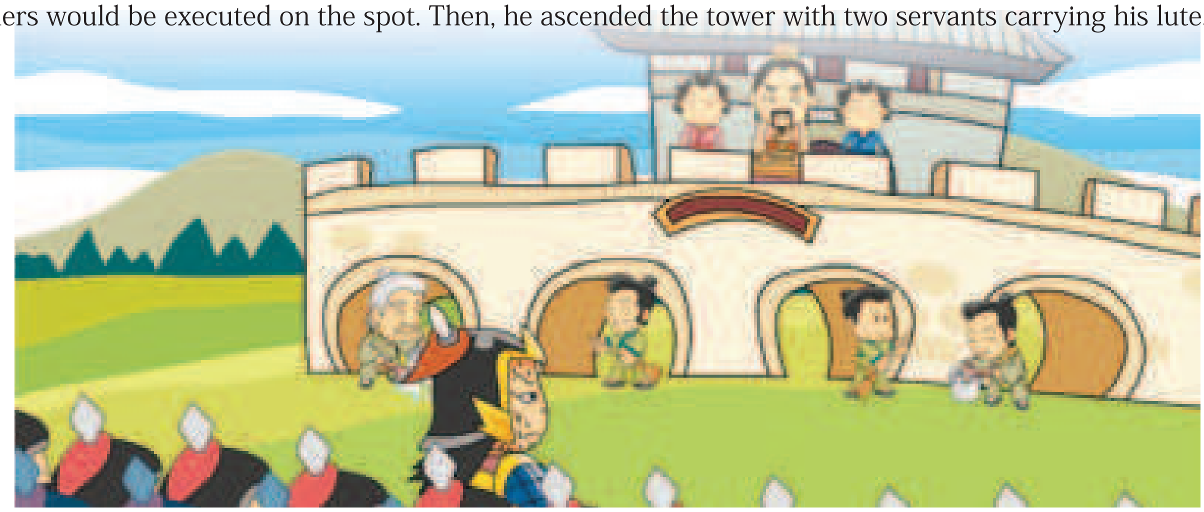
"The Empty Fort" by Jhu Ge Liang

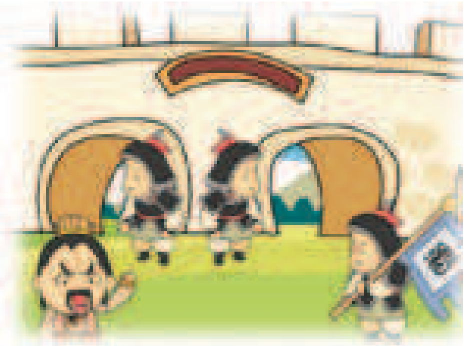
　　蜀軍因為馬謖在街亭吃了大敗仗，軍力損失不少，諸葛亮只帶著五千名士兵，在西城搬運糧草。這時，突然聽到司馬懿帶領十五萬大軍過來，諸葛亮心想不妙，因為大將不在，士兵又有一半帶著糧草回去了，想一想之後，決定放手一搏。

　　諸葛亮叫士兵把軍旗拿掉，四面城門全開，每扇門各派二十位士兵，扮成老百姓的模樣悠閒的打掃街道，其他人都不准隨便進出，更不可以大聲喧譁，否則一律斬首。接

The Shu army suffered a huge loss in the battle of Jie Ting where the general Ma Su lost the strategic city of Jie Ting and many soldiers. As a result, Jhu Ge Liang, the military advisor of Shu, only had five thousand soldiers left with him. While they were busy moving military supplies at Western City, news arrived that the enemy force of one hundred and fifty thousand troops, led by its general Sih Ma Yi, was heading towards them. Jhu Ge Liang thought this was bad news because his general Ma Su was not available and half of the soldiers had already gone back with the military supplies. In other words, they were extremely outnumbered by the enemy. However, after some contemplation, he decided to fight nevertheless.

Jhu Ge Liang ordered his soldiers to remove all the battle flags and had all four gates of the fort flung wide open. He then sent twenty soldiers to each gate disguised as civilians sweeping the grounds, acting nonchalantly. No one was allowed to leave the city nor talk in a loud voice. Anyone who acted against the orders would be executed on the spot. Then, he ascended the tower with two servants carrying his lute.





著，兩名書僮拿著琴跟著諸葛亮到城樓上，諸葛亮焚香後開始彈琴。

當魏軍到達時，看到眼前的景象，沒人敢輕舉妄動，司馬懿到城門下觀望時，看到諸葛亮面帶笑容，專注的彈琴，城門口的老百姓也安靜的在掃地，完全感受不到快打戰的浮躁氣氛，琴聲也十分平靜祥和，司馬懿下令大軍立刻撤退，並對反對退兵的兒子說：「諸葛亮是一個做事謹慎小心的人，不會去冒這麼大的危險，一定是有伏兵，他才會如此悠閒的彈琴。」

After burning some incense, he started to play his lute.
When the Wei army arrived at the gate, the sight of a smiling Jhu Ge Liang playing his lute and the civilians quietly sweeping the grounds stunned them. No one dared to attack. It was all too quiet and peaceful. There was not the slightest anxiety of impending war. Seeing this, Sih Ma Yi ordered his troops to retreat immediately. He said to his son who was against the retreat, "Jhu Ge Liang is a thoughtful and resourceful man. He would not take such a huge risk. There must be an ambush waiting for us inside. This is why he played his lute with such ease and cool composure."

三十六計之第三十二計：空城計

Strategy 32: The Empty Fort

是一種大膽的心理戰術，當自己的實力相當弱的時候，故意表現出完全不設防的狀態，讓對方感到疑惑，以為是誘敵之計，反而不敢輕舉妄動。

This is a daring and highly risky strategy of psychological warfare. When your strength is relatively weak, drop all pretence of military preparation and act casually. The incongruity of the situation will confuse your enemy and make him believe that there is a trap waiting for him. This way, your enemy would be hesitant to advance.

蔣幹偷信

Jiang Gan Stole the Letters

有一次，魏國的曹操水軍敗給吳國的周瑜後，便找來善水戰的大將蔡瑁及張允來訓練水軍，周瑜知道後，想把這兩位大將除掉，曹操得知周瑜在探查水軍操練情形，心裡很不安。這時，曹軍中最能言善道的蔣幹，表示過去和周瑜是舊識，加上自己的好口才，一定能說服周瑜投效曹操。

當蔣幹到達吳軍軍營時，周瑜便開口對他說：「孫權很重用我，我是不會去投效曹操的。好久不見了，我們今天只話家常不談政治，我準備好酒好菜，咱們不醉不歸。」

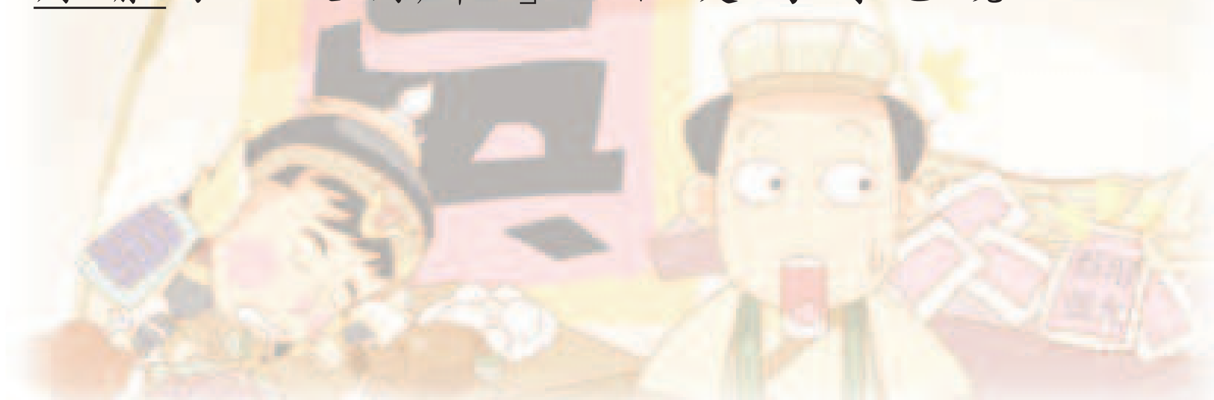
Cao Cao's navy was defeated by Jhou Yu, a general of Wu. So Cao Cao recruited generals Cai Mao and Jhang Yun, who are experts in naval battles, to train an rebuild his navy. When the news reached Jhou Yu, he thought that both generals must be removed in order to prevent future threat. When Cao Cao learned that Jhou Yu was inquiring about his new navy, he was very nervous. At this point, Jiang Gan, a subordinate famous for his eloquence, told Cao Cao that given the fact that he and Jhou Yu were old acquaintances, he is confident that he could persuade Jhou Yu to defect to Cao Cao.

When Jiang Gan arrived at the Wu camp, Jhou Yu said, "The king of Wu regards me highly. I will not offer my services to Cao Cao. In any case, we have not seen each other for a long time. Let's not talk politics tonight but just chat. I have prepared food and wine for you. Let's drink till we drop." Jhou Yu was in an extremely good mood and drank cup after cup until he passed out. Jiang Gan saw some papers lying on



周瑜心情很好，酒一杯接著一杯喝，最後喝醉倒在一旁睡覺，蔣幹看到書桌上有些公文書信，便想找找看有沒有什麼好情報，竟然看到蔡瑁及張允兩人與周瑜的密函。

隔天一早，馬上回去告訴曹操，兩名大將原來是吳軍的奸細，曹操一時衝動，把兩人立刻斬首，等到事後冷靜思考，才知道中了周瑜的「反間計」，但是為時已晚。



Jhou Yu's desk and thought about rummaging through them to look for some useful intelligence. To his shock, he found some secret correspondence between Jhou Yu and the two generals Cai Mao and Jhang Yun.

The next morning, upon his return, he reported what he had learned to Cao Cao immediately. Of course, he told Cao Cao of discovery that Cai Mao and Jhang Yun were actually spies sent by Wu. Cao Cao was furious. On impulse, and without verifying the truthfulness of this information, he executed the two immediately. It was only afterwards, when he reflected on the whole event, that he realized he had been tricked by Jhou Yu's counter-intelligence and disinformation efforts. But it was too late.

三十六計之第三十三計：反間計

Strategy 33: The Art of Counter-Espionage

收買敵人的部屬，替自己蒐集或竊取敵方情報，甚至代傳假情報給敵方，使敵人做出錯誤的判斷或決定。

Bribe your enemy's subordinates to spy on or spread disinformation to your enemy, thereby tricking your enemy into making the wrong judgment or the wrong decision.

36計 第34計

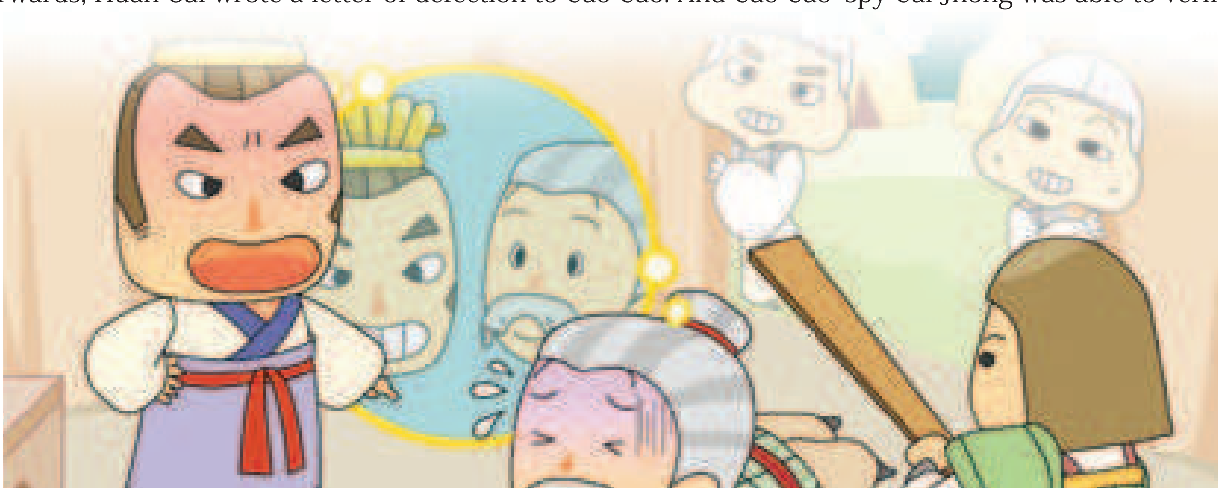
周瑜打黃蓋

Jhou Yu Canes Huan Gai

三國時，蔡瑁被曹操殺掉後，弟弟蔡中、蔡和就跑去向周瑜詐降，周瑜看他們沒帶任何家屬，知道是詐降，就想將計就計，並找來老將黃蓋演一場苦肉計。周瑜以前曾下軍令：「說『投降』的人，一律斬首。」第二天，周瑜下令要跟曹軍打戰，黃蓋說：「根本打不過曹軍大隊人馬，不如投降算了。」周瑜假裝生氣要把黃蓋斬首，大家聽到後全跪下求情，周瑜就說：「好吧！免你死罪，改打五十大板。」

In the Three Kingdoms Period, after Cao Cao executed Cai Mao, the victim's brothers, Cai Jhong and Cai He, plotted a false surrender to Jhou yu. Noticing that they did not bring their families with them, Jhou Yu knew that this was a trick. Pretending to be unaware, Jhou Yu called on his old comrade Huan Gai to perform a two-man show of "self-mutilation" in front of the two spies. Jhou Yu had previously given an order that said anybody who says the words "surrender" in his army will be executed. The next day Jhou Yu ordered an attack on the Cao army. Huan Gai was against it. He said, "We cannot possible defeat Cao Cao's huge army. Why not just surrender now?" Jhou Yu pretended to be furious at those remarks and ordered Huan Gai to be beheaded. Everybody fell on their knees to plead for Huan Gai's life. So Jhou Yu relented and said, "All right. I hereby commute your death penalty. But you shall be caned fifty times as punishment."

Afterwards, Huan Gai wrote a letter of defection to Cao Cao. And Cao Cao' spy Cai Jhong was able to verify



黃蓋寫封投降信給曹操，蔡中向曹操表示黃蓋真的被打個半死，疑心病重的曹操相信了。黃蓋又寫信：「我今晚坐的糧船會插著青龍牙旗，在江上會合。」當晚，曹操看到整個船隊都插著旗子，高興說：「太好了，還帶份大禮來給我。」快靠近時，軍師大叫：「載糧的船很笨重，它們的船吃水淺，我們中計了，快回頭。」

因為曹操的船全扣在一起，加上又吹東風，所以，當糧船起火時，曹軍的船也全被燒光了。

that Huan Gai was nearly beaten to death. The usually paranoid Cao Cao therefore believed him. Huan Gai wrote, “The military supply ships I am going to take with me tonight when I defect will be flying the colors of blue dragons. We will meet in the middle of the river.” That night, at the sight of a whole fleet flying blue dragon flags, Cao Cao said joyfully, “Magnificent! He even brought a big present for me.” When the fleet came close, Cao Cao’s military advisor suddently noticed something wrong and shouted out loud, “Supply ships are usually very heavy. These ships take on too little water. We have been tricked. Turn back immediately!”

As soon as he said that, the supply ships started to burn. At that time, there was an east wind blowing the fire from the supply ships towards Cao Cao’s fleet. And because Cao Cao’s fleet of ships were chained together, the ships could not turn around in time to get away from the fire. As a result, the fire spread from ship to ship, and Cao Cao’s entire fleet was completely burned.

三十六計之第三十四計：苦肉計

Strategy 34: The Strategy of Self-Mutilation

指故意設計自己受傷，來取信敵人，進一步從事間諜方面的工作，達到離間及分化對方的作用，最後讓計謀成功。

Injuring yourself in order to win the trust of your enemy. Then spy and sow discourse among the enemy to cause division and strife, weakening the enemy until final victory is achieved.

畢再遇撒豆子

Bi Zai Yu Scatters the Beans

宋朝時，金人常攻打邊境宋軍，強大的金兵把宋軍打得落花流水，畢再遇心想與金兵絕不能硬碰硬，所以，當金兵攻來，他就帶領宋軍逃走，當金兵休戰時，他又故意攻打，就像打游擊戰一樣，於是常把金兵弄得累個半死。

這一次，他又趁著金兵休息時，派兵攻打金營，當金兵出動攻擊時，宋軍又逃得不見人影，金兵只好收兵回營，正當又要休息時，宋軍又擊鼓宣戰，金軍的馬匹根本來不及吃糧草，又要出去應戰，這時，畢再遇算

During the Song Dynasty, Jin often attacked the border towns of Song. And the small Song border garrisons were not capable of defending themselves from the strong Jin army and were often badly mauled in battle. Bi Zai Yu knew that it was suicidal to fight the Jin army directly. So instead he used guerilla warfare. Whenever the Jin army advanced to attack him, he retreated and fled with his garrison. Whenever the Jin army took a break, he harassed and attacked them. Soon the Jin army was exhausted fighting a guerilla war with the small Song garrison.

Once, while the Jin army was taking a break, Bi Zai Yu launched an attack again. When the Jin army responded, the Song army fled. So the Jin army returned to their camp. But when the Jin army was just





準馬匹餓肚子，事先叫士兵煮了一堆豆子，接著便在地上撒豆子，金兵一到時，所有馬兒忙著吃地上的豆子充飢，根本不聽指揮，這時宋軍趁著大亂，一舉消滅金兵。

about to take a break, the Song army returned and beat their battle drums to fight again. The Jin camp had no time to feed their horses before they had to fight again. Bi Zai Yu anticipated that the horses must be starving by now. So he ordered his soldiers to prepare lots of beans and scattered them on the ground. When the Jin army arrived, their starving horses saw the beans and started feed on them in a frenzy, oblivious to the orders given by their riders. The Jin army fell into chaos, and the Song garrison annihilated the Jin army.



三十六計之第三十五計：連環計

Strategy 35: The Strategy of Coordinating Tactics

當敵人比自己強大時，用一連串互相環扣的計謀，來達到勝利的目的。不過，因為計謀是環環相扣的，所以一步走錯，就會全盤皆輸。

When the enemy is too powerful to fight directly, use a combination of well-coordinated schemes and strategies to achieve victory. However, because the complicated battle plan needs near perfect coordination, if one thing falls apart, everything will far apart.

走為上策

If All Else Fails Retreat

魏太帝聽到宋國名將檀道濟領軍北上，就把大將叔孫建及公孫道生找來，要他們不可輕敵。兩軍打到歷城時，宋軍軍糧只剩三天分，檀道濟便決定撤軍。

不料，投降的宋兵把軍糧快吃完的消息報告魏軍，叔孫建便下令追擊，檀道濟這時居然下令紮營煮飯，叔孫建看到後以為有詐不敢進攻。

宋軍吃完晚飯後，糧官就叫士兵點燈高唱軍糧的數量，每裝滿一袋時，便高唱：「再加兩百斤，滿十萬斤了。」並把糧袋堆成像小山一樣高，士兵還故意失手打翻米袋，

When the news reached Emperor Wei Tai that the famous Song general Tan Dao Ji was leading his troops northwards towards Wei, he called on his generals Shu Sun Jian and Gong Sun Dao Sheng to defend Wei and not to take the enemy lightly. When the two armies finally engaged each other at Li Cheng, the Song army had only enough food supply to last another three days. So Tan Dao Ji decided to retreat. However, some of the Song soldiers who were captured in battle revealed to the Wei side the food shortage problem. Hearing this, Shu Sun Jian thought it was the golden opportunity he was waiting for and gave the order to chase the retreating Song army. But to his surprise, Tan Dao Ji ordered his soldiers to camp on the spot and make dinner. Shu Sun Jian was wary of a trap and so hesitated to attack.





魏軍一看滿地白米，趕緊報告叔孫建。

第二天，叔孫建披戰袍觀看宋軍，宋營鼓聲大作，戰車上帥旗高掛一人穿便服，後面跟著整齊的宋軍，對四周的魏軍一點都沒放在眼裡，叔孫建不敢輕敵，決定三十六計走為上策，便下令撤軍十里，宋軍就這樣突出重圍，全軍而返。

After the dinner was finished, Song officers in charge of food supply ordered a supply count. The soldiers lit up the lamps and counted out loud each sack of rice. Whenever a bag was filled up, the soldiers would call out, “Add another 200 kilograms. That’s a total of one hundred thousand kilograms.” The rice sacks were piled up as high as a small hill. The soldiers also deliberately spilled the sacks so that the rice was scattered all over the ground. The Wei army saw this and reported to Shu Sun Jian immediately.
The next day, Shu Sun Jian put on full armor watched the Song army. The sound of the battle drums from the Song camp was deafening. Tan Dao Ji dressed casually and sat in his chariot. The battle flags ofSong hung high on the his chariot, and he was followed by the well disciplined Song army. They seemed to take no notice to the surrounding Wei army. Seeing his, Shu Sun Jian dared not underestimate the enemy, so he decided to retreat. The Wei army retreated to as far as ten kilometers away. The crisis was thus resolved, and the Song army returned safely home.

三十六計之第三十六計：走為上策

Strategy 36: If All Else Fails Retreat

指當情勢對我方非常不利，又沒有任何辦法可以改變局勢時，只有撤退避開敵人，才是上上之策。

If the situation is bad and you have no way of reversing it, the best thing to do is to avoid certain defeat in battle and retreat.

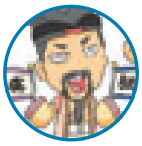
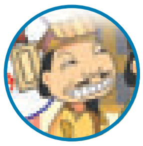
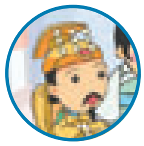
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